



100 West Washington Street, Suite 1101 | Hagerstown, MD 21740-4735 | P: 240.313.2200 | F: 240.313.2201
WWW.WASHCO-MD.NET

BOARD OF COUNTY COMMISSIONERS

July 25, 2023

OPEN SESSION AGENDA

- 9:00 AM INVOCATION AND PLEDGE OF ALLEGIANCE
CALL TO ORDER, *President John F. Barr*
APPROVAL OF MINUTES: *June 27, 2023*
July 11, 2023
- 9:05 AM COMMISSIONERS' REPORTS AND COMMENTS
- 9:15 AM STAFF COMMENTS
- 9:20 AM CITIZEN PARTICIPATION
- 9:30 AM PRESENTATION REGARDING PARTNERS IN CARE MARYLAND, INC. PROGRAM
Mandy Arnold, President and CEO and Brenda Thiam, CFL Service Navigator
- 9:45 AM HOTEL RENTAL TAX FUNDING REQUEST, PRESERVATION OF HISTORIC BOYER HOUSE
Susan Buchanan, Director, Grant Management; Russ Weaver, Mayor, Town of Sharpsburg; Jacob Martz, Vice Mayor, Town of Sharpsburg; Dennis Frye, Co-Founder and Vice President, Save Historic Antietam Foundation; Dan Spedden, Hagerstown-Washington County Convention & Visitor's Bureau
- 10:00 AM ANTIETAM WATER TRAIL ACQUISITION AND MARYLAND METALS MEMORANDUM OF UNDERSTANDING
Andrew Eshleman, Director, Public Works; Todd Moser, Real Property Administrator, Engineering
- 10:05 AM AIRPORT STRATEGIC PLAN AND BRANDING RECOMMENDATIONS
Neil Doran, Director, Hagerstown Regional Airport; Andrew Eshleman, Director, Public Works; Danielle Weaver, Director, Public Works
- 10:25 AM CONTRACT AWARD (PUR-1627) – INTERVENTION AND CASE MANAGEMENT FOR YOUTH OF INCARCERATED PARENTS IN WASHINGTON COUNTY
Rick Curry, Director, Purchasing; Nicole Phillips, Grant Manager, Grant Management

- 10:30 AM BID AWARD (PUR-1631) – WINEBRENNER WWTP SEWER LINE
RELOCATION
*Rick Curry, Director, Purchasing; Mark Bradshaw, Director, Environmental
Management*
- 10:35 AM WASHINGTON COUNTY VETERANS ADVISORY COMMITTEE – REVISION
TO BYLAWS
*Zachary J. Kieffer, Assistant County Attorney; Teresa Spruill, Chairman, Veterans
Advisory Committee*
- 10:40 AM AGRICULTURE - FACES OF FARMING PRESENTATION
Leslie Hart, Business Development Specialist, Business and Economic Development
- 10:45 AM CLOSED SESSION – *(To discuss the appointment, employment, assignment,
promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of
appointees, employees, or officials over whom this public body has jurisdiction; or any other
personnel matter that affects one or more specific individuals; To consult with counsel to obtain legal
advice on a legal matter; To consult with staff, consultants, or other individuals about pending or
potential litigation; and To conduct collective bargaining negotiations or consider matters that relate
to the negotiations)*
- 1:40 PM RECONVENE IN OPEN SESSION
- 1:40 PM SECOND STAFF COMMENTS

ADJOURNMENT

EVENING MEETING AT THE TOWN OF HANCOCK

Location: 126 West High Street, Hancock, MD 21750

- 6:00 PM INVOCATION AND PLEDGE OF ALLEGIANCE
CALL TO ORDER, *President John F. Barr*
- 6:05 PM TOWN OF HANCOCK LEADERS' REPORTS AND COMMENTS
- 6:20 PM COMMISSIONERS' REPORTS AND COMMENTS
- 6:30 PM CITIZENS PARTICIPATION
- 7:00 PM ADJOURNMENT



Agenda Report Form

Open Session Item

SUBJECT: Presentation Regarding Partners In Care Maryland, Inc. Program

PRESENTATION DATE: July 25, 2023

PRESENTATION BY: Mandy Arnold, President and CEO and Brenda Thiam, CFL Service Navigator

RECOMMENDED MOTION: N/A

REPORT-IN-BRIEF: N/A

DISCUSSION: For informational purposes only. To provide an overview of who we are and our programs/services we provide to the community age +60.

FISCAL IMPACT: N/A

CONCURRENCES: N/A

ATTACHMENTS: FY23 (07.01.22 thru 05.31.23) Supporting Older Adults Brochure



Supporting Older Adults in Our Community

Anne Arundel, Frederick, Talbot, Caroline, Washington and Montgomery Counties
Administrative Offices: 8151-C Ritchie Hwy, Pasadena, MD 21122

410-544-4800 / 800-227-5500 www.partnersincare.org

“Neighbors Helping Neighbors”

Partners In Care Maryland (PIC) is a 501(c)3 community nonprofit helping older adults remain independent in their own homes and engaged in the community. We operate using an innovative time/service exchange model with values of reciprocity, social capital, and equality infused into the culture of the program. We engage people to use their time and talents to help themselves and each other with the myriad tasks of everyday living. Most people want to stay in the homes and communities they know and love. We help make this possible by providing transportation and handyman services, member care, advocacy, and social programs to support healthy, independent, active living.

We are celebrating our 30th Anniversary in Anne Arundel County this year. We always welcome new members, and hope you will visit our website, and come to an orientation program to see how you might like to get involved. If you're looking for something creative and interesting to do, or if you need services, give us a call. Join us. Become part of the PIC family.

FY 2023 YTD Weekly Tasks

Exchanging Time and



134 Volunteer Rides
Per Week



141 Mobility Bus
Trips
Per week



215 Program
Support Tasks
Per Week



169 Member Care
Tasks
Per Week



10 Handyman Jobs
Per Week

669

**Exchanges Per Week
Supporting Older Adults
Independence**

MEMBER CARE is our overall program of person-centered support and advocacy. We support economic security and promote community engagement and volunteerism. The Member Care team assists with completing forms and applications and helps older adults navigate agencies and institutions to find emergency and long-term resources. Additional services include friendly visits, reading and writing, and occasional light cleaning and laundry. The member care team has completed **7,432** tasks YTD in FY23.

CARE TRANSITIONS supports a person during the transition from hospital or facility back to their home, when important details tend to fall through the cracks. We can provide support for caregivers, rides for return check-ups, prescription and grocery pick-up, home modifications and reassurance to ease this often-stressful process.

In the **WARM HOUSE** program creative activities and social gatherings are arranged to bring older adults together in their own neighborhoods for conversation, camaraderie, and fun projects which combat social isolation. Relationships are made and services exchanged in a 'virtual' community to support everyone for a richer, healthier life.

For safety and peace of mind, we encourage those living alone to utilize **CONNECT AMERICA**, a Personal Emergency Response System, that alerts emergency providers and **PIC** in case of a fall or accident.

TRANSPORTATION PROGRAMS provide supportive services for older adults. Services may include rides to non-emergency medical appointments, pharmacies, grocery stores, errands, and visits to friends and family. Caregivers may ride along.

Volunteer drivers in **RIDE PARTNERS** used their cars to provide **5,879** door-through-door, arm-in-arm rides YTD in FY23.

MOBILITY BUS has provided **6,222** affordable, wheelchair and scooter-accessible, on-demand rides in AA County YTD.

REPAIRS WITH CARE program helps people maintain their homes for safe and independent living. Services and repairs include repairing leaking faucets, painting, changing lights, and installing hand railings. We also install safety equipment, such as shower seats, toilet risers, and grab bars. Handymen and women has completed **423** jobs YTD in FY23.

The **Upscale, Resale BOUTIQUE** in Anne Arundel County, sells clothing, jewelry, accessories, books, kitchen/household items, vintage and antique items, and furniture. The store generates about **30%** of revenue for our programs, and enables people to make donations and give back to the community. The **Boutique** is a thriving social enterprise and microcosm of **PIC** "in action" with approximately 75 volunteers contributing their time and talent to the enterprise each week.

Members engage in PIC programs and services utilizing the concept of reciprocity -- "Neighbors Helping Neighbors." To date, our members have volunteered **49,921** service hours to one another and drove **184,590** miles. Members helped PIC with fundraising, events, outreach, advocacy, and office tasks, supporting program operations **9,502** times YTD in FY 23.

You can help support our programs. See www.partnersincare.org.

Partners In Care Maryland, Inc. is a 501(c)3 community nonprofit. Donations are tax deductible per IRS and MD regulations.



Agenda Report Form

Open Session Item

SUBJECT: Hotel Rental Tax Funding Request, Preservation of Historic Boyer House

PRESENTATION DATE: July 25, 2023

PRESENTATION BY: Susan Buchanan, Director, Office of Grant Management; Russ Weaver, Mayor, Town of Sharpsburg; Jacob Martz, Vice Mayor, Town of Sharpsburg; Dennis Frye, Save Historic Antietam Foundation Co-Founder and Vice President; and Dan Spedden, Hagerstown-Washington County Convention & Visitor's Bureau

RECOMMENDED MOTION: Move to approve the request for Hotel Rental Tax funding for the Preservation of the Historic Boyer House project submitted by the Town of Sharpsburg in the amount of \$ _____ for direct expenses associated with the project.

REPORT-IN-BRIEF: The Town of Sharpsburg has submitted a request for Hotel Rental Tax funding to assist with costs associated with purchasing the Boyer House - a historic residence damaged during the Civil War battle within the Town of Sharpsburg. The Town plans to purchase, preserve, and market it as a future tourist destination. The amount of the request is \$99,000.

DISCUSSION: The Town of Sharpsburg has submitted a Hotel Rental Tax Grant application requesting \$99,000 to assist with costs associated with purchasing the Boyer House. The house, also known as the War Wounds House, is a Sharpsburg residence damaged by the Civil War battle within the Town of Sharpsburg. The building contains significant evidence of the battle and the Town plans to purchase, preserve, and market it as a tourist destination. The Town anticipates the property will lure visitors of the Antietam Battlefield into the Town of Sharpsburg, providing an economic boost to local businesses.

The total project cost is \$154,000, with \$15,000 from the Town of Sharpsburg, \$15,000 from the Save Historic Antietam Foundation, and \$20,000 provided by the County's Surplus Funding Grant. The County Surplus Grant was awarded to the Save Historic Antietam Foundation to allow them to sell the house at a reduced cost to the Town.

The application has been reviewed by the Office of Grant Management and the project is consistent with Hotel Rental Tax funding guidelines and meets several funding goals. Based upon these factors, it is eligible for consideration of funding.

FISCAL IMPACT: The Hotel Rental Tax Fund balance will be reduced by the amount of this award. Current balance of the fund is \$255,149.

CONCURRENCES: N/A

ALTERNATIVES: Deny the applicant's request for Hotel Rental Tax Funding.

ATTACHMENTS: Hotel Rental Tax Funding Application

AUDIO/VISUAL NEEDS: PowerPoint presentation

RECEIVED MAY 1 9 2023

Washington County, Maryland
Hotel Rental Tax Funding
Grant Application

100 West Washington Street
Room 2200
Hagerstown, Maryland 21740
240-313-2040

Organization/Agency: E-mail Address:
Address:
Contact Person: Title:
Phone Number: Fax Number:
Tax ID/Federal ID#: ☒ Capital Request ☐ Operating Request

Project Classification: ☒ Tourism/Attraction ☒ Economic Development ☐ Cultural ☒ Recreation

Project Name:

Project Start Date: Project End Date:

Project Justification and Economic Benefit/Impact to the Visitor Industry, if Applicable

The economic benefit of this project is tied to visitation and visitor spending. Visitor spending directly impacts these five categories of businesses; food and beverage, retail, lodging, transportation, and recreation. Visitor spending also creates and sustains jobs and contributes to the tax base. In 2021, 1.275 visitors spent \$321.4 million in Washington County sustaining 4,788 jobs and generating \$81.5 million in federal, state, and local taxes.

Anticipated Visitor Attendance and Impact on Hotel Rental Occupancy, if Applicable

There are annually, 300,000 visits to Antietam National Battlefield and 1.3 million visits to the Washington County portion of the Chesapeake and Ohio Canal National Historic Park. 1.6 million visitors in proximity to the Town of Sharpsburg spend on average, \$252 each day. One-of-a-kind historic resources like the Boyer (War Wound) house will pull historic and cultural visitors out of the National Parks and into the Town of Sharpsburg where their money can be spent on food and beverage, retail, and lodging in Bed and Breakfast, Country Inn, and Airbnb accommodations. The ratio of day visitor to overnight visitor in Washington County is almost 50% for each category trending slightly in favor of the day visitor. Accommodating within the town, a small percentage of the 1.6 million visitors in proximity of the town has an enormous economic impact at \$252/day.

Narrative Description of Project: Include purpose of project, outline of project procedures, intended results of project or any additional comments that support the need for project and/or merit as an event or activity designed to promote Washington County, Maryland.

Maryland's best example of a Civil War residence damaged by battle stands within Sharpsburg. The "War Wounds House" on East Chapline Street (across the street from the town post office) exemplifies the horror and tragedy of the Battle of Antietam. Artillery blasts! Holes as big as bowling balls, are scattered across the eastern exterior face, gouging and gorging the brick, hardly repaired. Prima facie evidence of the Battle of Antietam. There to behold. Preserved to ponder.

Within are more witnesses to America's bloodiest day. A plaster wall - pierced by shrieking artillery, patched just enough to plug the projectile's entrance. A stairway handrail - shattered and sliced by an artillery fragment, pegged together just enough to retain the rail's semblance. A gouged floorboard in the master hallway - pierced by a falling fragment. A window frame shattered by an intruding projectile. A roof - jury-rigged because it had suffered too much. Floorboards - stained in drops of blood.

War wounds. Each a scar; each a reminder of Sharpsburg's and Washington County's most terrible bloodiest day.

This project will enable the Town of Sharpsburg to purchase the "War Wounds House" and offer it as a principal tourist destination within the town.

Over 350,000 visitors come to the Antietam National Battlefield annually. Unfortunately, most of them drive through the town of Sharpsburg, having no idea of what happened to the people of the town, and how the battle affected Washington County citizens. By saving the "War Wounds House," we offer a new heritage tourism attraction. The "War Wounds House" tells a story that has been largely ignored - hundreds of Sharpsburg and Washington County residents suffered damages and personal tragedy. Many lost everything they owned; were forced into bankruptcy; infected with deadly diseases; and were never reimbursed by a government sworn to protect them.

The opportunity to show the damage and reveal the story of human suffering will provide battlefield visitors with incentive to visit Sharpsburg and to spend time within the town. It provides Sharpsburg with a Civil War destination of its own. In addition to targeting out-of-town visitors, the "War Wounds House" will also provide Washington County school children a learning laboratory to study the consequences of war.

The Sharpsburg Museum of History and the Sharpsburg Historical Society will provide docents and coordinate hours of operation for the "War Wounds House." Weekends in the spring-summer-fall will be the paramount periods of public visitation, with additional dates added to support special events and living history activities associated with the Town of Sharpsburg and the Antietam Battlefield.

Sharpsburg also will preserve and protect the War Wounds House with assistance from Preservation Maryland architects and engineers. This professional expertise will ensure adoption and utilization of best practices in historic structure preservation. Visit Hagerstown, Preservation Maryland, and the Heart of the Civil War Heritage Area will assist the town in obtaining grants to maintain and preserve the building. Visit Hagerstown will assist Sharpsburg in marketing this newest attraction.

Total Project Budget

A. Amount of Hotel Rental Tax Grant Funding Requested	\$99,000.00
B. List Other Funding Sources and Their Respective Amounts	
Source: Town of Sharpsburg \$15K	\$15,000.00
Source: Save Historic Antietam Foundation	\$15,000.00
Source: Wash Co grant to non-profits	\$20,000.00
C. Total Project/Event Funding (A + B)	\$154,000.00

Itemize your total project budget into the appropriate classifications:

A. Tourism Attraction (Be specific in expense break down):	
Purchase of the Boyer House (Wound's House)	\$154,000.00
B. Economic Development Enhancement (Be specific in expense breakdown):	
C. Cultural Projects (Be specific in expense breakdown):	
D. Recreational Projects (Be specific in expense breakdown):	
Total Project Budget	

Certification:

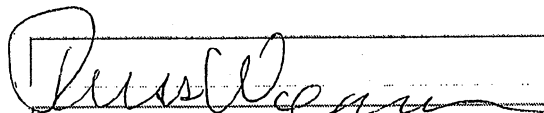
We certify the information contained in this application is complete, accurate and fully discloses the scope and intent of our request for funding from the Hotel Rental Tax Fund. We agree to comply with the County's requests for information regarding the use of awarded funds and to provide access to accounting records related to these funds.

We acknowledge that if expenditures of funds is approved, such approval will be for line-item-by-line-item expenditures, which must be adhered to within the maximum 10% line item deviation.

We further acknowledge that any deviations beyond 10% allowable amount will require us to submit a program amendment which will have to be approved by the Office of Grant Management prior to any further expenditures.

By signing this application, I/we accept and agree to be bound by the terms and conditions of Hotel Rental Tax Regulations as administered by the Washington County Commissioners in compliance with current State laws.

Signature:



Date: 05/15/2023

Applicant/Organization: Town of Sharpsburg-Mayor Russ Weaver

Recommended by:

Susan M. Buchanan

Date: 6/1/23

☐ Approve

☐ Denied

Director, Office of Grant Management

Recommended Award:

n/a

Comments:

Per policy, this request is deferred to the Board of County Commissioners for consideration of funding. Upon approval of the Interim County Administrator it will be placed on an open session agenda.

Approved By:



Date:

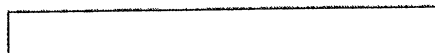


☐ Approved

☐ Denied

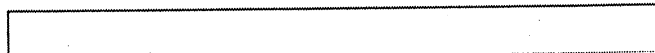
County Administrator

Approved Award:

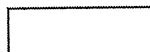


Board of County Commissioner Approval (for requests of \$25,000 and over):

Approved by BCC:



Date



☐ Approved

☐ Denied

County Clerk

Return Application To:
Washington County Office of Grant Management
100 West Washington Street Room 2200
Hagerstown, Maryland 21740
240-313-2040

The Historic War Wounds House



Sharpsburg, MD

A Generational Homestead



Well-Established Provenance

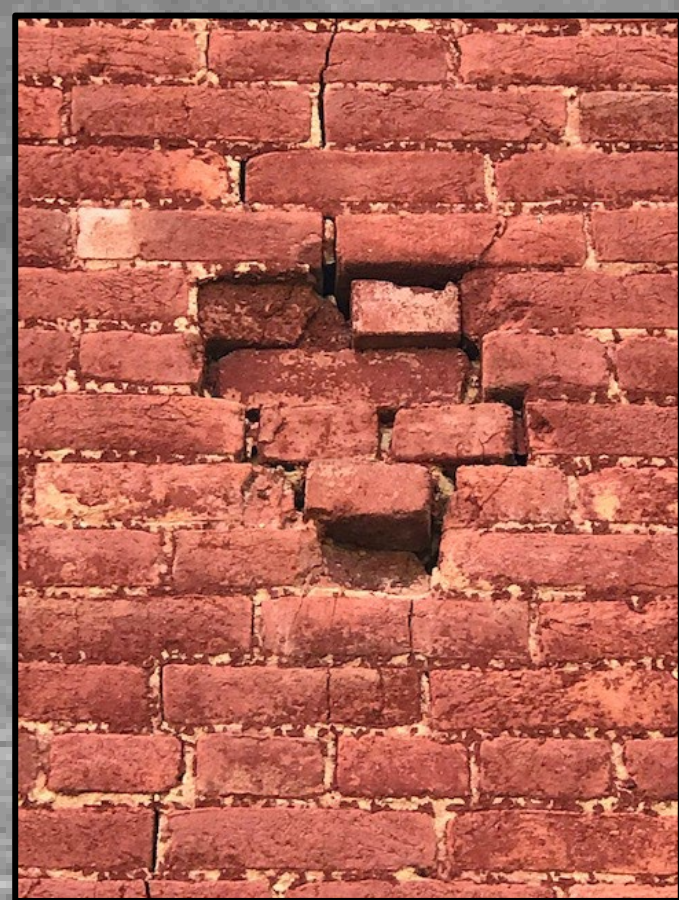


“JG 1845” (Joseph Gloss)



“FG 1854” (Frank Gloss)

A Scarred Veteran of Battle



A Silent Witness to History



[illegible]



War Wounds House

Circa 1830

- Excellent historical provenance
- More battle damage than any structure on Antietam Battlefield
- A wealth of artifacts and information
- One of the most significant Civil War era buildings in Washington County



Agenda Report Form

Open Session Item

SUBJECT: Antietam Water Trail Acquisition and Maryland Metals Memorandum of Understanding

PRESENTATION DATE: July 25, 2023

PRESENTATION BY: Andrew Eshleman, Director of Public Works and Todd Moser, Real Property Administrator

RECOMMENDED MOTION: Move to accept and execute the Memorandum of Understanding (MOU) with Maryland Metals for the described fee simple property acquisition and easement conveyance and to approve an ordinance approving said purchase and to authorize the execution of the necessary documentation to finalize the acquisition.

REPORT-IN-BRIEF: Washington County acquired Parcel 615 (1.25 acres) in 2021 for the development of an Antietam Water Trail Park and programmed in the Capital Improvement Plan – Antietam Water Trail to purchase additional land to the south for the preferred public water access location and additional stream frontage for expanded fishing opportunities along the Antietam Creek. Washington County plans to create an Antietam Water Trail Park that will have gated parking, picnic tables, and boating/tubing access to the Antietam Creek. Washington County met with the owner, Maryland Metals Inc. who has offered the desired lands for sale for one dollar \$1 in exchange for the stabilization of two existing stormwater drain outfalls on the subject property and to share the equivalent impervious acre credits produced that are needed for their onsite stormwater industrial operating permit.

DISCUSSION: The lands to be acquired include Map 38 Parcel 617 (0.23 acres) and a portion of Map 38 Parcel 618 (2.16 acres) totaling approximately 2.39 acres. Maryland Metals supports the County's efforts to develop the Antietam Water Trail Park and has offered the lands to the County for \$1 in exchange for the County stabilizing two stormwater drain outfalls on the transferred property. The County had a third party vendor evaluate the stormwater impervious area credit potential of the stabilization and estimates up to 2.1 equivalent impervious acres of available credit. The County through its Division of Public Works would perform the work and grant up to one (1) equivalent impervious acres to Maryland Metals and retain the remainder to be applied towards its own Countywide permit requirements. This is a generous offer from Maryland Metals as the value of the land granted to the County will exceed the cost of work requested, eliminate duplicative permitting efforts for the outfall stabilization and allow for public recreation of the Antietam Creek.

The County has reviewed the proposed splitting of the stormwater credits with the overseeing permitting agency, the Maryland Department of Environment who concurred with the arrangement. A MOU has been drafted and reviewed by the parties for execution which outlines terms and conditions by which the conveyances and exchanges will occur.

FISCAL IMPACT: Funds available in CIP Account Rec 044 – Antietam Creek Water Trail for acquisition and construction.

CONCURRENCES: Maryland Metals Inc., County Attorney

ALTERNATIVES: Reject offer

ATTACHMENTS: Exhibit, plat & deed, and ordinance

AUDIO/VISUAL NEEDS: None

Antietam Drive Property Conveyance Exhibit



MEMORANDUM OF UNDERSTANDING

THIS MEMORANDUM OF UNDERSTANDING (“MOU”) is made this _____ day of _____, 2023, by and between **MARYLAND METALS, INC.**, a Maryland corporation, (“**MD METALS**”) and the **BOARD OF COUNTY COMMISSIONERS OF WASHINGTON COUNTY, MARYLAND**, a body corporate and politic and a political subdivision of the State of Maryland (“**BOCC**”).

A. MD Metals is the owner of certain parcels of real property located in Washington County, Maryland and identified as Parcels 617 and 618 on Tax Map 0038, (the “MD Metals Property”).

B. BOCC is the owner of certain real property adjacent to the MD Metals Property, identified as Parcel 615 (the “BOCC Property”).

C. MD Metals is agreeable to conveying its Parcel 617 and a portion of Parcel 618 to BOCC in order for BOCC to develop recreational access to the Antietam Creek.

D. As consideration for the conveyance of MD Metals Parcels 617 and a portion of 618, BOCC is willing to stabilize two (2) pipe outfalls, transfer certain environmental credits and grant MD Metals perpetual drainage easements over the BOCC property (Parcel 615) and a portion of the MD Metals Parcels 617 and 618.

NOW, THEREFORE, the parties hereto enter into this MEMORANDUM OF UNDERSTANDING to establish the general terms and conditions under which the above conveyances, transfers, promises and exchanges will be made.

1. MD Metals agrees to transfer fee simple title and ownership to BOCC of MD Metals Tract No. 1, Parcel 617, containing 0.22695 acres of land, more or less, and Tract No. 2, Parcel 618, containing 2.16466 acres of land, more or less, as shown on the boundary plat prepared by Washington County dated 9-28-2022, and attached hereto as “Exhibit A” for One (1) Dollar.

2. BOCC agrees to grant a perpetual drainage easement to MD Metals across BOCC's Parcel 615 and MD Metals is retaining two perpetual drainage easements; one on Parcel 617 and another on MD Metals Tract 2, Parcel 618. These easement descriptions are described in the fee simple conveyance & perpetual drainage easement reservations description attached hereto as "EXHIBIT B".

3. BOCC is to develop the Antietam Creek Water Trail to improve public recreational access for non-motorized water activities and fishing on the Antietam Creek. A creek access park and parking lot will be constructed by Washington County on BOCC's Parcel 615. Non-motorized boating and recreational water craft access to the creek will be constructed on the northern limits of MD Metals Tract 2, Parcel 618.

4. MD Metals agrees to transfer their Tract 1, Parcel 617 and Tract 2, Parcel 618 to BOCC in exchange for the stated purpose of BOCC stabilizing the two culvert pipe outfalls in accordance with the Maryland Department of the Environment, Accounting for Stormwater Wasteload Allocations and Impervious Acres Treated, 2021 at their own expense. A study of the outfalls prepared by Wallace, Montgomery and Associates indicates a potential equivalent impervious area reduction credit as shown in Table 1, Crediting Analysis, attached hereto as "EXHIBIT C", if the outfalls are stabilized. Table 1 is provided in this MOU for reference and informational purposes only.

5. BOCC agrees to design, permit and stabilize the outfalls at no cost to MD Metals and grant up to one (1) equivalent impervious acre (EIA f) of outfall stabilization to MD Metals along with the corresponding equivalent nitrogen, phosphorus and total suspended solids credits. BOCC will retain the remaining stormwater credits up to the maximum allowable for the work performed. This stabilization work shall be completed within two (2) years of the date of a written agreement between BOCC and MD Metals that is entered into concerning the stabilization of the outfalls and transfer of credits. Immediately upon completion of the stabilization work, BOCC will provide a letter to MD Metals stating the maximum stormwater credits available for the work completed as referenced in Table 1: Crediting Analysis. Any future work related to maintaining the stormwater credits will be performed by the BOCC at its sole expense and at no cost to MD Metals.

6. This MOU shall be construed and interpreted according to the laws of the State of Maryland.

7. This MOU represents the complete and total understanding of the parties and no other understanding or representations, oral or written, regarding the subject matter of this MOU, shall be deemed to exist. The purpose of the MOU is to set forth the substantive agreed upon terms between the parties, therefore, if an agreed upon term is not upheld the MOU shall be non-binding to subsequent obligations.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the day and year first above written.

ATTEST
a Maryland corporation

MARYLAND METALS, INC.

Name:

By _____ (SEAL)
Name:

Title:

Title: President

Date:

Date:

ATTEST:

BOARD OF COUNTY COMMISSIONERS OF
WASHINGTON COUNTY, MARYLAND

Name:

By: _____

John F. Barr, President

Approved:

Andrew Eshleman, Director
Washington County Division
of Public Works

Approved as to legal sufficiency for
execution by the County:

Kirk C. Downey
County Attorney

DRAFT MD-METALS Description.docx

Property Map 38, Parcel No. 617 & 618

Legal Description: FEE Simple Conveyance & PERPETUAL DRAINAGE EASEMENT Reservations (2)

Description Prepared by: Garrett E. Culler, 7-29-2022

GRANTOR: Maryland Metals, Inc.

ELECTION DISTRICT NO. 18

all those two (2) tracts of land situate along the East side of Antietam Drive approximately 300 feet South of its intersection with Security Road in Hagerstown, Election District No. 18 of Washington County, Maryland, and more particularly described as follows:

TRACT NO.1

BEGINNING for the outline hereof at or near the East margin of Antietam Drive at a 5/8" Rebar & Cap, said point being North 13 Degrees 18 Minutes 37 Seconds East 50.00 feet from the Northwest corner of a stone foundation; a tie as set forth in the original conveyance of the tract herein described, by a deed dated February 12, 1937, and recorded among the Land Records of Washington County, Maryland, in Liber 203 at folio 668, said point further being that which was previously set for the beginning point of a deed dated August 17, 2021, and recorded among the Land Records of Washington County, Maryland, in Liber 6731 at folio 431, but was erroneously stated as being in the West margin of Antietam Drive in said deed; thence with the twenty-fourth (24th) and twenty-third (23rd) lines of said deed (L.6731 f.431), reversed,

1. South 69 Degrees 11 Minutes 39 Seconds East 70.00 feet to a 5/8" Rebar & Cap;
2. South 08 Degrees 16 Minutes 49 Seconds West 45.00 feet to a 5/8" Rebar & Cap; thence leaving said bounds of deed Liber 6731 folio 431, and following the outlines of the original conveyance of the tract herein described by deed Liber 203 folio 668 as aforementioned, by corrected bearings
3. South 15 Degrees 03 Minutes 07 Seconds West 85.00 feet to a point in the West margin of the Antietam creek; thence leaving said creek
4. South 74 Degrees 42 Minutes 25 Seconds West 54.08 feet, passing a 5/8" Rebar & Cap set along said line at 18.50 feet from the beginning thereof, to a 5/8" Rebar & Cap set along the East margin of Antietam Drive; thence with said margin for the following two (2) courses
5. North 02 Degrees 37 Minutes 46 Seconds West 83.00 feet to a 5/8" Rebar & Cap set;
6. North 12 Degrees 58 Minutes 39 Seconds East 85.00 feet to the point of beginning, containing an area of 9,886 square feet or 0.22695 acres of land, more or less

BEING all of deed parcel No.1 of Grantor herein by a deed dated October 14, 1988, and recorded among said Land Records in Liber 896 at folio 970, the same being graphically shown as "TRACT NO.1" on a plat titled "BOUNDARY PLAT - ACQUISITION BY THE B.O.C.C. OF WASHINGTON COUNTY, MD - LANDS OF MARYLAND METALS, INC.", prepared by the Division of Engineering for Washington County, Maryland, and intending to be recorded among said Land Records as a miscellaneous plat; a reduced copy of which is attached hereto and made a part hereof.

See ATTACHMENT 'A'

RESERVING therefrom, for itself, its successors and assigns, the perpetual right to create, use and/or maintain such stream changes, side ditches, inlet ditches, outlet ditches, pipes, culverts and all other drainage facilities as are necessary in the opinion of Grantor herein to adequately drain their existing and remaining adjacent property and/or control the flow of water through those drainage structures to be built for the same, on the area designated as **"PERPETUAL DRAINAGE EASEMENT RESERVATION"**, as depicted on the attached deed exhibit, and more particularly described as follows:

BEGINNING for the outline hereof at a point along the first (1st) or South 69 Degrees 11 Minutes 39 Seconds East 70.00 foot line of TRACT NO.1 as described herein, said point being 12.21 feet from the beginning thereof; thence along said line for a portion thereof

1. South 69 Degrees 11 Minutes 39 Seconds East 26.81 feet to a point; thence leaving said line and going back therefrom and across TRACT NO.1 as aforementioned by three (3) new lines of Perpetual Easement now established
2. South 37 Degrees 13 Minutes 41 Seconds West 7.02 feet to a point;
3. South 17 Degrees 45 Minutes 01 Seconds East 21.63 feet to a point;
4. South 54 Degrees 57 Minutes 40 Seconds East 27.04 feet to a point in the second (2nd) line of said TRACT NO.1 as aforementioned; thence with said line for a portion thereof
5. South 08 Degrees 16 Minutes 49 Seconds West 13.96 feet to a 5/8" Rebar & Cap set at the end of said line; thence continuing with the outline of TRACT NO.1 and with a portion of line three (3)
6. South 15 Degrees 03 Minutes 07 Seconds West 8.01 feet to a point; thence leaving the outline of said TRACT NO.1 and going back therefrom and across said TRACT NO.1 by three (3) new lines of Perpetual Easement hereby established
7. North 54 Degrees 57 Minutes 40 Seconds West 42.80 feet to a point;
8. North 17 Degrees 45 Minutes 01 Seconds West 43.05 feet to a point;
9. North 20 Degrees 34 Minutes 12 Seconds East 7.72 feet to the point of beginning, containing an area of 1,538 square feet or 0.0353 acres of land, more or less; all of which is graphically depicted on the attached deed exhibit as aforementioned

see ATTACHMENT 'B'

TRACT NO.2

BEGINNING for the outline hereof at or near the existing centerline of Antietam Drive at a Railroad Spike set; thence with said centerline for the following six (6) courses, on a bearing to agree with a recent survey by the Division of Engineering for Washington County, Maryland, by a curve to the right having a radius of 729.73 feet, an arc length of 26.16 feet, and subtended by a chord with a bearing and distance of

1. North 14 Degrees 24 Minutes 00 Seconds West 26.16 feet to a point; by a compound curve to the right having a radius of 19,662.79 feet, an arc length of 100.46 feet, and subtended by a chord with a bearing and distance of
2. North 13 Degrees 29 Minutes 16 Seconds West 100.46 feet to a point; by a compound curve to the right having a radius of 14,345.55 feet, an arc length of 217.31 feet, and subtended

by a chord with a bearing and distance of

3. North 12 Degrees 03 Minutes 54 Seconds West 217.31 feet to a point; by a reverse curve to the left having a radius of 2,641.88 feet, an arc length of 94.92 feet, and subtended by a chord with a bearing and distance of
4. North 12 Degrees 46 Minutes 11 Seconds West 94.92 feet to a point; by a reverse curve to the right having a radius of 11,424.73 feet, an arc length of 244.12 feet, and subtended by a chord with a bearing and distance of
5. North 13 Degrees 16 Minutes 33 Seconds West 244.11 feet to a point; by a compound curve to the right having a radius of 832.09 feet, an arc length of 77.20 feet, and subtended by a chord with a bearing and distance of
6. North 10 Degrees 37 Minutes 04 Seconds West 77.17 feet to a Railroad Spike Set at or near said centerline; thence leaving said centerline and going back therefrom and with a portion of the outlines of TRACT No.1 herein described
7. North 74 Degrees 42 Minutes 25 Seconds East 66.68 feet, passing two (2) Capped Rebars, the first being 12.60 feet along said line from the beginning thereof, the same being the end of the fourth (4th) or South 74 Degrees 42 Minutes 25 Seconds West 54.08-foot line for TRACT NO.1 herein described, the second being 18.50 feet along said line from the endpoint thereof, to a point in the West margin of the Antietam Creek; thence with the third (3rd) line of TRACT NO.1 herein described
8. North 15 Degrees 03 Minutes 07 Seconds East 85.00 feet to a 5/8" Rebar & Cap previously set, the same being a common corner of the lands of Grantor and Grantee herein, at the end of the twenty-second (22nd) or North 81 Degrees 43 Minutes 11 Seconds West 63.21-foot line of the adjoining lands of Grantee herein by a deed dated August 17, 2021, and recorded among the Land Records of Washington County, Maryland, in Liber 6731 at folio 431; thence with said line to the end thereof and continuing with the remaining lands of Lisa K. Oness, FKA Lisa K. Henicle, as shown or indicated on a plat previously prepared by the Division of Engineering for Washington County, Maryland, and recorded among said Land Records as Plat No.11293-11294
9. South 81 Degrees 43 Minutes 11 Seconds East 114.47 feet, passing a 5/8" Rebar & Cap previously set along said line at 44.74 feet from the beginning thereof, to a point in the East margin of the Antietam Creek; thence with said margin and meanderings of said creek, and with the adjoining lands of N/F Anthony Christopher Manilla by a deed dated June 28, 2013, and recorded among said Land Records in Liber 4581 at folio 391, for the following eight (8) courses
10. South 40 Degrees 48 Minutes 18 Seconds West 37.38 feet to a point;
11. South 29 Degrees 09 Minutes 57 Seconds West 22.58 feet to a point;
12. South 28 Degrees 41 Minutes 37 Seconds West 64.64 feet to a point;
13. South 07 Degrees 57 Minutes 06 Seconds West 57.65 feet to a point;
14. South 02 Degrees 25 Minutes 53 Seconds East 68.88 feet to a point;
15. South 16 Degrees 40 Minutes 18 Seconds East 55.93 feet to a point;
16. South 16 Degrees 02 Minutes 41 Seconds East 309.84 feet to a point;

17. South 18 Degrees 52 Minutes 45 Seconds East 218.54 feet to a point; thence leaving said margin and crossing said Antietam Creek with a portion of the adjoining lands of N/F Anthony Christopher Manilla as aforementioned, and with a portion of the lands of N/F Paul J. Irving & Patti Irving, by a deed dated July 6, 2021, and recorded among said Land Records in Liber 6696 at folio 241,
18. South 74 Degrees 58 Minutes 01 Seconds West 138.68 feet, passing a 5/8" Rebar found in said line at 60.15 feet from the end thereof, to the point of beginning, containing an area of 94,293 square feet or 2.16466 acres of land, more or less

BEING that Eastern portion of Deed Parcel No.2, as set forth in Liber 896 at folio 970 as aforementioned, which is naturally subdivided by the centerline of Antietam Drive; **FURTHER** shown as "TRACT NO.2" on a plat titled "BOUNDARY PLAT - ACQUISITION BY THE B.O.C.C. OF WASHINGTON COUNTY, MD - LANDS OF MARYLAND METALS, INC.", prepared by the Division of Engineering for Washington County, Maryland, and intending to be recorded among said Land Records as a miscellaneous plat; a reduced copy of which is attached hereto and made a part hereof.

See ATTACHMENT 'A'

RESERVING therefrom, for itself, its successors and assigns, the perpetual right to create, use and/or maintain such stream changes, side ditches, inlet ditches, outlet ditches, pipes, culverts and all other drainage facilities as are necessary in the opinion of Grantor herein to adequately drain their existing and remaining adjacent property and/or control the flow of water through those drainage structures to be built for the same, on the area designated as "**PERPETUAL DRAINAGE EASEMENT RESERVATION**", as depicted on the attached deed exhibit, and more particularly described as follows:

BEGINNING for the outline hereof at a 5/8" Rebar & Cap set in the Easternmost Right-of-Way line for N/F Antietam Drive, said point being South 74 Degrees 53 Minutes 00 Seconds East 17.12 feet from the end of the fourth (4th) or North 12 Degrees 46 Minutes 11 Seconds West 94.92 foot chord bearing and distance of a curve as set forth for TRACT NO.2 as described herein; thence leaving said Right-of-Way and going back therefrom and across TRACT NO.2 as aforementioned, by three (3) new lines of **PERPETUAL EASEMENT** hereby established

1. South 75 Degrees 30 Minutes 05 Seconds East 36.67 feet to a point in the existing Westernmost edge of the Antietam Creek; thence along said Creek and continuing with the outlines of said easement
2. South 13 Degrees 55 Minutes 48 Seconds East 22.74 feet to a point; thence leaving said creek and continuing with the outlines of said easement
3. North 75 Degrees 30 Minutes 05 Seconds West 37.10 feet to a 5/8" Rebar & Cap set in the Easternmost Right-of-Way line for N/F Antietam Drive; thence with said Right-of-Way for a portion thereof, by a curve to the left having a radius of 2,656.88 feet, an arc length of 22.54 feet, and subtended by a chord with a bearing and distance of
4. North 12 Degrees 58 Minutes 18 Seconds West 22.54 feet to the point of beginning, containing an area of 737 square feet or 0.01692 acres of land, more or less; all of which is graphically depicted on the attached deed exhibit as aforementioned

see ATTACHMENT 'C'

SUBJECT to all easements, rights-of-way, covenants, conditions, and restrictions of record applicable thereto.


This description and all preparation and surveying work reflected in it has been personally prepared by, or under the responsible charge of, State of Maryland Professional Land Surveyor No. 21974; all in compliance with the requirements as set forth in the Annotated Code of Maryland (COMAR) Title 09.13.06.12

 7/29/22

Garrett E. Culler
Professional Land Surveyor
Maryland Registration No. 21974



(Expiration/Renewal Date: 12-18-2023)

PERPETUAL DRAINAGE EASEMENT RESERVATION				
LINE/CURVE	RADIUS	ARC	BEARING/CHORD	LENGTH
1			S 75°30'05" E	36.67'
2			S 13°55'48" E	22.74'
3			N 75°30'05" W	37.10'
4	2656.88'	22.54'	N 12°58'18" W	22.54'
PERPETUAL EASEMENT AREA = 737 SQ. FT. OR 0.01692 ACRES± SHOWN THUS: 				

Antietam Creek

MD GRID NORTH
NAD 83/2011 EPOCH

FLOW

EDGE OF CREEK

P/O TRACT NO.2

MAP 38, P/O PARCEL 618
N/F MARYLAND METALS, INC.
P/O DEED PARCEL NO.2 AS PER
L.896 f.970

TO SECURITY
ROAD

EXISTING EDGE OF PAVEMENT

S 42°32'35" E 30.90'
TIE From the End of line 4 of TRACT No.2

Antietam Drive

(LOCAL ROAD)

30' RIGHT-OF-WAY ALONG THIS PORTION

EXISTING RIGHT-OF-WAY LINE

P.E.#H11277

EXISTING CHAINLINK FENCE

MAP 38, P/O PARCEL 618
N/F MARYLAND METALS, INC.
P/O DEED PARCEL NO.2 AS PER
L.896 f.970

(P.O.B.)
5/8"Rebar
& Cap Set

5/8"Rebar
& Cap Set

EXISTING RIGHT-OF-WAY LINE

EXISTING 30"RCP

Portion of line 4 of TRACT No.2

EXISTING
INLET
GRATE

EXISTING EDGE OF PAVEMENT

EXISTING OVERHEAD ELECTRIC

EXISTING 24"RCP

M.38, P.455
N/F HERMAN L. REED, JR. &
BESSIE B. REED
L.6021 f.455

M.38, P.456
N/F SANDRA HOWARD &
WESLEY HOWARD
L.4802 f.334

GRAPHIC SCALE



(IN FEET)

1 inch = 20 ft.

SURVEYOR'S CERTIFICATION

THIS PLAT AND ALL PREPARATION AND SURVEYING WORK REFLECTED IN IT HAS BEEN PERSONALLY PREPARED BY, OR UNDER THE RESPONSIBLE CHARGE OF, STATE OF MARYLAND PROFESSIONAL LAND SURVEYOR NO.21974; ALL IN COMPLIANCE WITH THE REQUIREMENTS AS SET FORTH IN ANNOTATED CODE OF MARYLAND (COMAR) TITLE 09.13.06.12

I HEREBY CERTIFY THAT THE PLAN SHOWN HEREON IS CORRECT; THAT THE TIES TO THE PROPERTY LINES SHOWN HEREON HAVE BEEN ESTABLISHED BASED UPON THE LOCAL MONUMENTATION FOUND IN ACCORDANCE WITH THE REFERENCED DEEDS AND PLATS AND ARE THE RESULT OF A BOUNDARY SURVEY OF A PORTION OF DEED PARCEL NO.2 OF A DEED DATED OCTOBER 14, 1988 AND RECORDED AMONG THE LAND RECORDS OF WASHINGTON COUNTY, MARYLAND, IN LIBER 896 AT FOLIO 970; THAT THE EXISTING 30 FOOT WIDE RIGHT-OF-WAY FOR ANTIETAM DRIVE HAS BEEN ESTABLISHED BASED UPON THE CENTERLINE OF PAVING AS IT NOW EXISTS AND IN ACCORDANCE WITH THE MD. CODE ANN., LOCAL GOVERNMENT §12-520 (LEXIS THROUGH 2017 REGULAR SESSION OF THE GENERAL ASSEMBLY); AND THAT THE PROPERTY MARKERS HAVE BEEN PLACED AS INDICATED HEREON.





GARRETT EUGENE CULLER, PROFESSIONAL LAND SURVEYOR

9-28-2022

(DATE)

MD REG. NO. 21974 (EXPIRATION/RENEWAL DATE: DEC. 18, 2023)
FOR THE WASHINGTON COUNTY DIVISION OF ENGINEERING

Washington County, Maryland

Division of Engineering



Washington County Administrative Annex Building
747 Northern Avenue, Hagerstown, MD 21742
Phone: 240-313-2400 Fax: 240-313-2401

Perpetual Drainage Easement Reservation - Deed Exhibit

ATTACHMENT 'C'

PROPOSED DRAINAGE OUTFALL EASEMENT FOR THE BENEFIT OF MARYLAND METALS, INC.

Drawn By: G.E.C. Checked: N.P.K. Scale: 1"=20'

Tax Map/Parcel: 38 / 618

Date: 9/28/2022

Deed Liber/Folio: 896 / 970

Project #: 24-075

**AN ORDINANCE TO APPROVE THE PURCHASE OF REAL PROPERTY AND
CONVEYANCE OF AN EASEMENT INTEREST IN REAL PROPERTY**

(Maryland Metals Property Acquisition and Conveyance of Perpetual Drainage Easement)

RECITALS

1. The Board of County Commissioners of Washington County, Maryland (the "County"), believes that it is in the best interest of the citizens of Washington County to purchase and acquire fee simple title to certain parcels of real property, identified as Tract No. 1 and Tract No. 2 (collectively, the "Property") on the attachment to Exhibit A, to be used for public purposes, attached hereto, and to grant an easement interest in real property identified and more particularly described on the attached Exhibit A (the "Easement").

2. The County approved the purchase of the Property and granting of the Easement on July 25, 2023.

3. A public hearing was not required by Section 1-301, Code of the Public Local Laws of Washington County, Maryland, as the funds utilized to purchase the Property are not to be expended from the General Fund of the County.

4. The purchase of the Property and granting of the Easement is necessary as part of a project to develop the Antietam Creek Water Trail to improve public recreational access for non-motorized water activities and fishing on the Antietam Creek.

5. The County has entered into a Memorandum of Understanding with Antietam Creek Water Trail and Maryland Metals, Inc., the record owner of the Property, to purchase the Property from Maryland Metals, Inc., to benefit the Antietam Creek Water Trail, and to convey the Easement to Maryland Metals, Inc.

THEREFORE, BE IT ORDAINED by the Board of County Commissioners of Washington County, Maryland, that the purchase of the Property and conveyance of the Easement be approved and that the President of the Board and the County Clerk be and are hereby authorized and directed to execute and attest, respectively, all such documents for and on behalf of the County relating to the purchase of the Easement.

ADOPTED this ____ day of _____, 2023.

ATTEST:

BOARD OF COUNTY COMMISSIONERS
OF WASHINGTON COUNTY, MARYLAND

Dawn L. Marcus, Clerk

BY: _____
John F. Barr, President

Approved as to legal sufficiency:

Zachary J. Kieffer
Assistant County Attorney

Mail to:
Office of the County Attorney
100 W. Washington Street, Suite 1101
Hagerstown, MD 21740

EXHIBIT A--DESCRIPTION OF PROPERTY FOR EASEMENT

ALL that tract of easement situate along the East side of Antietam Drive approximately 300 feet South of its intersection with Security Road in Hagerstown, Election District No. 18 of Washington County, Maryland, and more particularly described as follows:

BEGINNING for the outline hereof in the last or North 69 Degrees 11 Minutes 39 Seconds West 70.00-foot line of Grantor's deed, dated August 17, 2021, and recorded among the Land Records of Washington County, Maryland, in Liber 6731, folio 431, said point being 12.21 feet from a 5/8" Rebar & Cap previously set for the end thereof, said point also being in the existing Right-of-Way line labeled as "PROPOSED RIGHT-OF-WAY DEDICATION LINE" on a plat previously prepared by the Division of Engineering for Washington County, Maryland, and recorded among said Land Records as Subdivision Plat No. 11293-11294; thence with said Right-of-Way line for the following two (2) courses, by a curve to the right having a radius of 722.48 feet, an arc length of 12.75 feet, and subtended by a chord with a bearing and distance of

1. North 21 Degrees 04 Minutes 32 Seconds East 12.75 feet to a point; by a reverse curve to the left having a radius of 664.78 feet, an arc length of 35.02 feet, and subtended by a chord with a bearing and distance of
2. North 21 Degrees 03 Minutes 34 Seconds East 35.02 feet to a point; thence leaving said Right-of-Way line and going back therefrom and across lands of Grantor by two (2) new lines of Perpetual Easement hereby established
3. South 22 Degrees 43 Minutes 04 Seconds East 45.08 feet to a point;
4. South 37 Degrees 13 Minutes 41 Seconds West 15.72 feet to a point in the last or North 69 Degrees 11 Minutes 39 Seconds West 70.00-foot line of Grantor's deed as aforementioned; thence with said line for a portion thereof
5. North 69 Degrees 11 Minutes 39 Seconds West 26.81 feet to the point of beginning, containing an area of 942 square feet or 0.02163 acre of land, more or less.

BEING over a portion of the lands of Grantor herein by a deed dated August 17, 2021, and recorded among the Land Records of Washington County, Maryland, in Liber 6731, folio 431, Further being labeled as "PERPETUAL DRAINAGE EASEMENT" and graphically depicted on the attached deed exhibit.

See ATTACHMENT 'A'

SUBJECT to all easements, rights-of-way, covenants, conditions, and restrictions of record applicable thereto.



Agenda Report Form

Open Session Item

SUBJECT: Airport Strategic Plan and Branding Recommendations

PRESENTATION DATE: July 25, 2023

PRESENTATION BY: Neil Doran, Airport Director, Andrew Eshleman, Director of Public Works, and Danielle Weaver, Director of Public Relations & Marketing.

RECOMMENDED MOTION(S): Move to accept the Airport Strategic Plan and allow staff to take the necessary steps to implement the plan's business planning recommendations and to adopt the proposed marketing and branding changes.

REPORT-IN-BRIEF: The Airport Strategic Plan document, as presented, was endorsed, and approved by the Airport Advisory Commission board of directors at their July 6th, 2023, meeting. The AAC recommends to the BOCC that these motions be approved.

DISCUSSION: The Airport commissioned the development of a strategic plan focused on three main areas: branding and marketing strategy, business planning strategies, and airport operations.

Branding and Marketing defined the Airport's identity and service reach, existing and future markets and the desires of stakeholders and customers. A change to the Airport name, branding, and strategy is recommended to support growth.

Business Planning Strategies looked at growth opportunities to support the Airport's services. Focus areas include hangar development, non-aviation property development, airline/cargo service, paid parking and passenger facility charges. Priorities are recommended for implementation to facilitate decision-making.

Airport Operations determined the limits of existing staffing and estimated staffing needs associated with industry best practices and different growth strategies.

Currently, the Airport industry is highly competitive and commercial air service growth constrained. It is critically important that the Airport adopt the changes and marketing effort to raise awareness of the Airport's services and status as the 4th Commercial Service Airport for the larger Washington-Baltimore Combined Statistical Area (CSA).

FISCAL IMPACT: Airport Marketing budget of \$50,000 will be allocated for the purchase of new signs, logo-branded items, and marketing. Other Strategic Plan items implemented on a case-by-case basis.

CONCURRENCES: Public Relations & Marketing, Airport Advisory Commission

ALTERNATIVES: N/A

ATTACHMENTS: Presentation slides and Airport Strategic Plan document.

AUDIO/VISUAL TO BE USED: PowerPoint presentation.

Airport Strategic Plan and Branding Recommendations

Plan Purpose

As a key transportation hub, HGR has the potential to expand its market and play a role in the economic development of the region.

How to achieve this goal?

Overview

Three Focus Areas:

1. Branding and Marketing Strategy
2. Business Planning Strategy
3. Airport Operations

Outcome

The strategies will serve as a roadmap for growth and success, directing staff efforts to maximize HGR's potential as a regional transportation hub and economic driver.

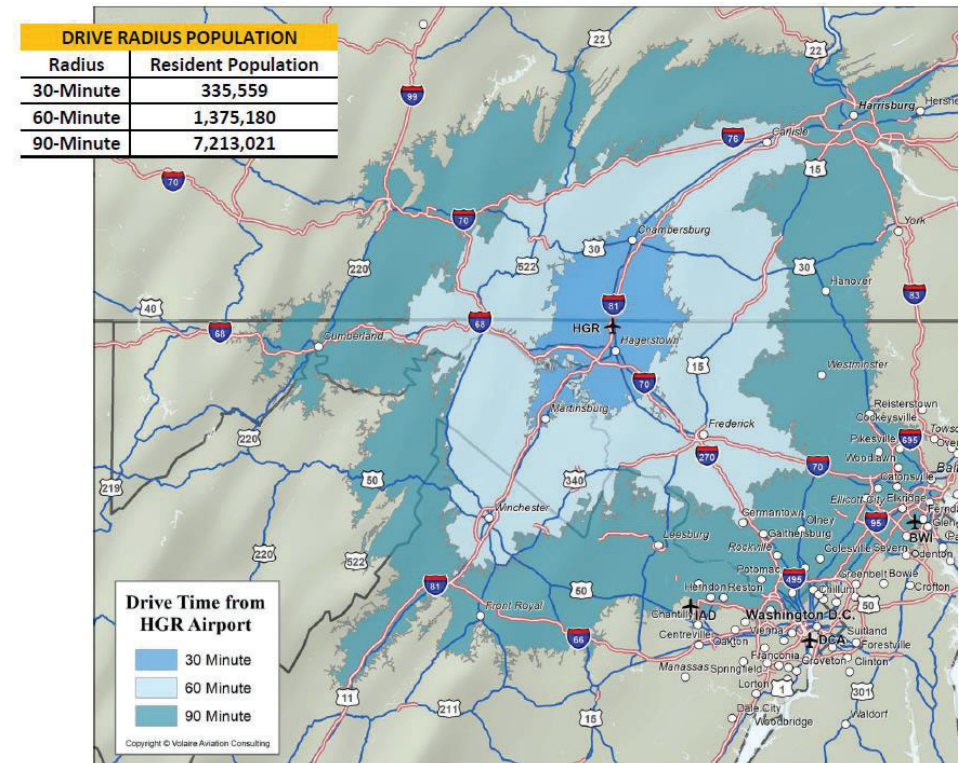
Branding and Marketing Strategy

Define the Airport's Identity and Service Reach

HGR serves the four-state region and wants to continue that core identity with the local General Aviation and Business Community.

Opportunity to expand HGR's service reach to include an expanded base of airline travelers.

- 7.2 million people within a 90-minute drive time of HGR
- Focus on total travel time, cost and the convenience of HGR versus alternatives
- "As the Baltimore/Washington area commercial airports saturate, more opportunity will be opened for HGR."
- Population trends show growth in both population and wealth among the suburban and exurban communities west of DC and Baltimore



Branding and Marketing Strategy

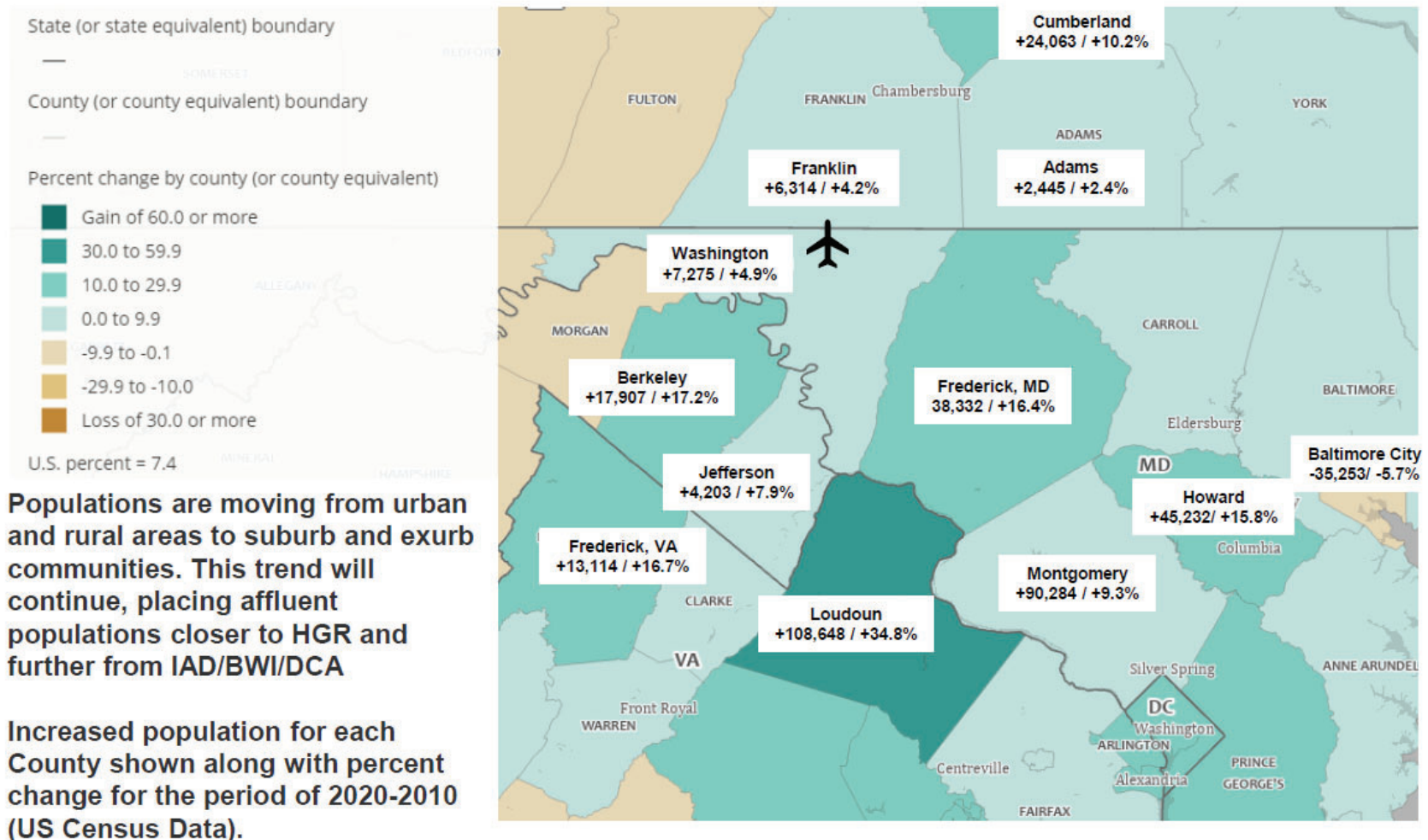
Define the Airport's Identity and Service Reach

A shift in perspective and identity for HGR. Formerly, as an Essential Air Service (EAS) community, the airlines and federal government saw us as rural, geographically remote and not commercially profitable or viable without the use of federally subsidies.

While these perceived characteristics did qualify us for subsidized, connecting service to nearby hub airports, they also limited our image, our "brand" and even **how we viewed our own potential**. Now that we have demonstrated an ability to support less than daily, year-round and seasonal airline service by ultra-low-cost carriers (ULCCs), we feel it wise to market ourselves **as an airport and community that wants, and is capable of, more.**

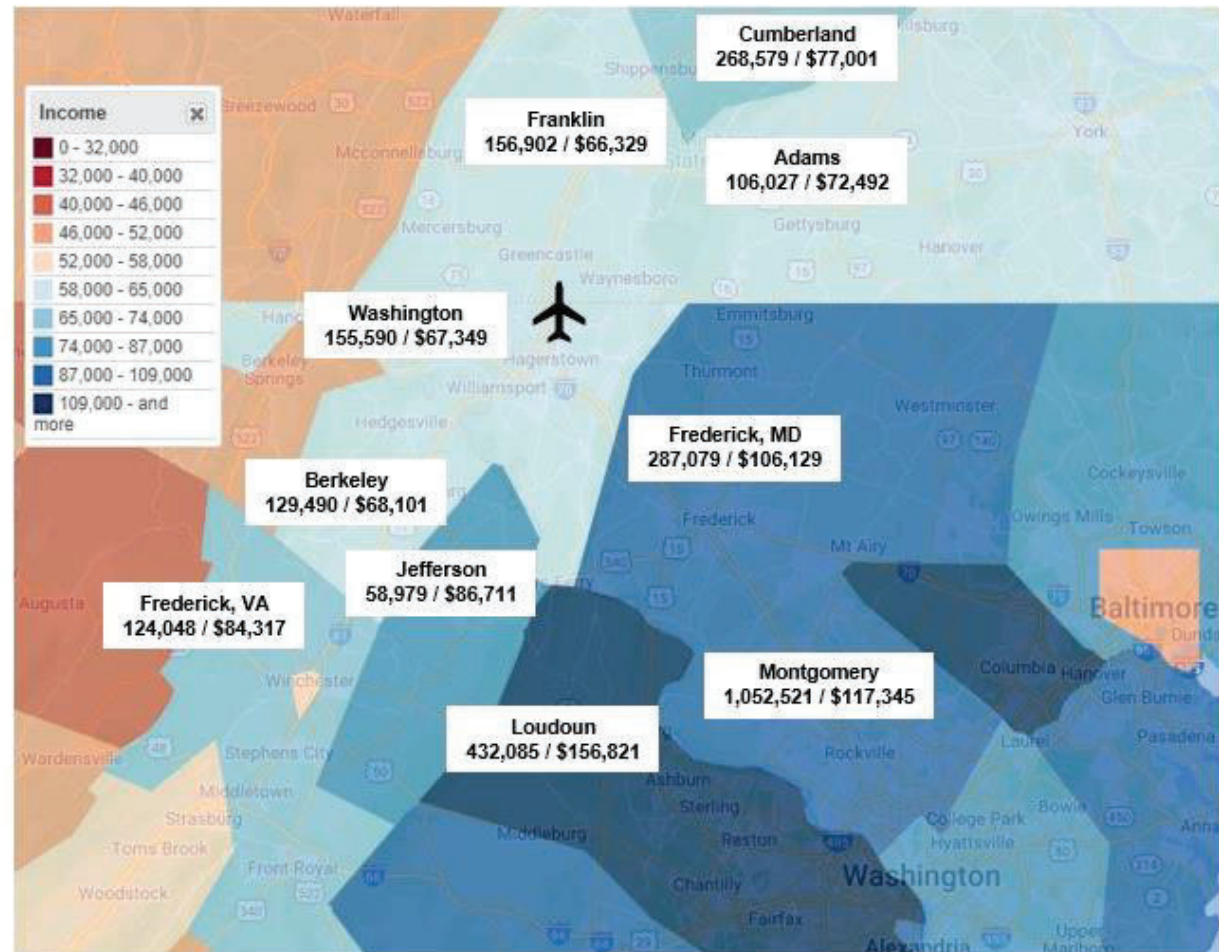
We are not properly categorized as rural, remote, or economically challenged. **HGR can fill a vital need.** We offer proximity to very large population centers. Our lower-stress airport environment, friendly staff, affordable fares and non-stop flights have all proven attractive to travelers.

A Growing Population Within a 60-Minute Drive of Hagerstown



An Affluent Population Within a 60-Minute Drive of Hagerstown

- MSAs within a one-hour drive of Hagerstown.
- Numbers associated with each County are population and median household income (US Census Data).





Washington-Baltimore-Arlington, DC-MD-VA-WV-PA CSA

2023 Population 10+ million

- Recently surpassed Chicago as #3 CSA by population in US
- 4th wealthiest per capita MSA[^] with 3rd highest educational attainment in US^{^^}

This regional economic powerhouse can support a fourth commercial service airport option

The four county-four-state corridor along I-81 between Chambersburg-Hagerstown-Martinsburg-Winchester is home to 566,211 people

[^] 2021 US Metropolitan Statistical Areas by per capita income, Statista [Metro areas highest per capita income U.S. 2021 | Statista](#)

^{^^} Study: DC-Arlington-Alexandria is third most educated metro area | Virginia | thecentralsquare.com



HGR supported 66,000+ Allegiant passenger operations over the past year.

*On track to become the best year ever across Hagerstown's long history
of hosting commercial airline service.*

Branding and Marketing Strategy

Define the Airport's Identity and Service Reach

We recognize that the service model has changed.

Our current brand has **not accurately communicated to consumers all that we are** or could become in the future.

Our current name does little to improve the **lack of geographic awareness**. We've found that some residents living as close as 60 miles away are not aware of the existence of the airport, our airline service offerings, or in some cases have never even heard of the City of Hagerstown, had never visited Washington County nor could they locate it on a map.

Thus, the need to thinking more broadly about our name. **A change in branding, name, logo, and tagline is proposed.**

Why This Name?

Hagerstown-Washington Regional Airport

Consumers in other states largely don't know where Hagerstown is, but **they do know Washington, DC.**

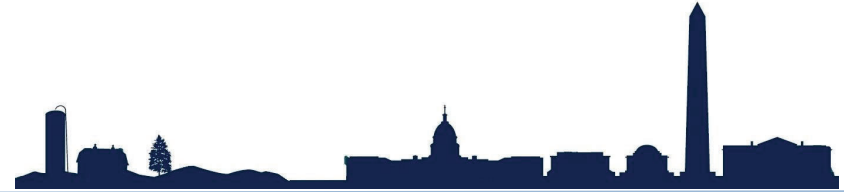
Residents of cities we fly to (Orlando, Tampa, and Myrtle Beach) aren't seeing our airport as a destination they can use to access the amenities of the National Capital Region.

Just as few would fly to Sanford, Florida (if it was marketed that way), we must also think bigger and highlight the larger region we serve and not merely our local city and county.

Many other similarly situated cities market themselves in this way such as Melbourne-Orlando in Florida, Gary-Chicago in Indiana and Manchester-Boston in New Hampshire.

Given the competitive threat posed by the proposed transition of the Manassas Regional Airport from GA to serving commercial airlines – **the time is now** for HGR to stand up and fully claim its rightful role and status as the 4th DC-area airport.

Why This Name?



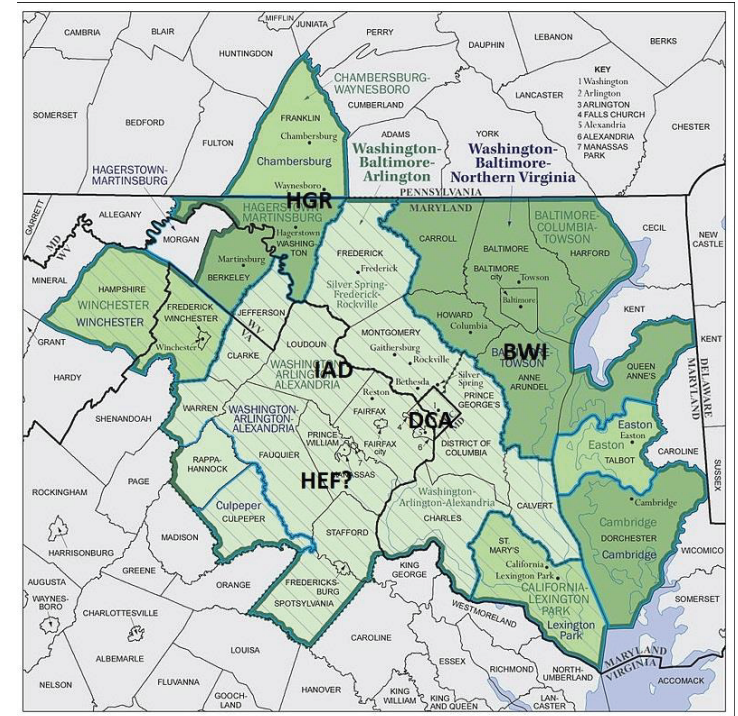
Hagerstown-Washington Regional Airport

We want to employ the double meaning.

We don't say "Washington County", neither do we explicitly say "Washington, DC". We are signaling both.

This is a reference to the airport's location and ownership by Washington County government and simultaneously a nod to the DC region that we are part of.

Name order: We put our local Hagerstown name first because it's the anchor city for a four-county-four state area, our primary market. Our FAA-issued location identifier code "HGR" is unlikely to ever change, and this remains consistent with the name "Hagerstown".



Why Not Mention Baltimore?

With this change, it's important to avoid mentioning "County" as we had been known as the "Washington County Regional Airport" for many years.

This proved problematic as there are numerous Washington County airports in the US and perhaps as many as thirty Washington County governments nationwide.

Primarily the distance to the Baltimore area makes it less likely that many of their passengers would utilize HGR.

Beyond our local area, the counties we would most effectively target our marketing efforts to are Frederick and Montgomery County, Maryland, and Loudon County, Virginia. These are counties of the Washington, DC Metropolitan Statistical Area rather than the Baltimore MSA.



**HAGERSTOWN - WASHINGTON
REGIONAL AIRPORT**

Hagerstown – Washington Regional Airport

TRAVEL ELEVATED

Rebranding

1

Name Change

2

Logo Identity

3

Marketing

Hagerstown – Washington Regional Airport

TRAVEL ELEVATED

Name Change

Current Logo



New Logo



**HAGERSTOWN - WASHINGTON
REGIONAL AIRPORT**

Logo Identity



**HAGERSTOWN - WASHINGTON
REGIONAL AIRPORT**

Elevating HGR

Extensive research and discussion took place about the importance of the Airport in Washington County. Working together with the Public Relations and Marketing team, Hagerstown- Washington Regional Airport logo and identity was **ELEVATED** to fit in with current trends and stand out amongst other surrounding airports.

All logos, graphics and slogan were created in house by the Washington County Public Relations and Marketing Department.

This was a collaborative effort between Public Works, HGR and PR.

Logo Identity



Logo Identity

Color Palette

A new color palette was established in the rebranding process. One, the County branded dark blue was added to the logo that ties into the Washington County Government logo. The other colors were carefully chosen to resemble the sky, clouds and the aircraft industry.

295 C



647 C



644 C



877 C



PANTONE 295 C

PANTONE 647 C

PANTONE 644C

PANTONE 877C

Logo Identity

Typeface

The Avenir typeface has been adopted into the ELEVATED rebranding. Avenir is the typeface of Washington County Government and is used in all promotional materials, the website and marketing campaigns.

Avenir

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

Light
Book
Roman
Medium
Heavy
Black

Logo Identity



Hagerstown – Washington Regional Airport

TRAVEL ELEVATED

Marketing

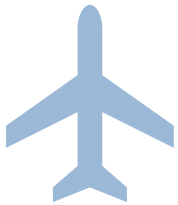
Slogan

A new slogan was created to enhance marketing efforts for the ELEVATED branding. The slogan represents the ease of traveling with HGR and ties in perfectly to the newly renovated terminal and bridge.

Hagerstown – Washington Regional Airport

TRAVEL ELEVATED

Marketing



Signage

Update signs in the terminal and around the airport facilities



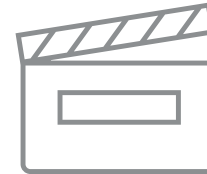
Website

Update website with new branding, photos and videos. The URL will remain the same
flyHGR.com



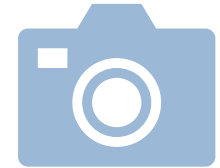
Social Media

Update social media to include new branding, videos and photos.



Videos

Create videos about the airport and information for travelers.



Photos

Take new photos of the airport for marketing materials and website.

Business Planning Strategies

Support Economic Development and Operational Costs

Plan Reviewed

- Hangar development economics
- Investigating non-aviation property development
- Maximizing land lease opportunities
- On-demand Air Cargo
- Paid Parking
- Passenger Facility Charges (PFCs)

Business Planning Strategies

Help Airline Services become more self-sustaining

It's okay with our airline partners and passengers that we take small, reasonable steps to monetize our airline terminal operations.

- Given our rising costs to support air service and to continue to comply with rigorous FAA and TSA requirements, we are being encouraged by our airline partners to implement strategies to collect modest fees from the airline passengers using our facilities to keep the cost charged directly to the airline low.
- We need to have the same financial tools in our toolbox as nearly all other airports of our size have already implemented. Principally, this would be parking fees and passenger facility charges or PFCs.
- Monies collected could support expanded marketing and new air service development efforts, additional airline, terminal maintenance, security, compliance, and firefighting-related expenses.
- If our airline support-related services can become more self-sustaining, we won't then need to take as many resources from other parts of the airport budget to cover these expenses.

Airport Operations

Staffing Needs and Service Delivery Model

For Informational Purposes Only – No Action taken Today

- Suggested ways HGR can provide high-quality services while remaining competitive and compliant with industry regulations.
- Comparison with staffing levels and best practices at other similarly-sized airports.
- Framework established for staffing growth as needed in the future to support expanded operations.



HAGERSTOWN - WASHINGTON
REGIONAL AIRPORT

Hagerstown – Washington Regional Airport

TRAVEL ELEVATED

Thank you.

Washington County Public Works
Washington County Public Relations & Marketing
Hagerstown Regional Airport



Washington County, MD

HAGERSTOWN REGIONAL AIRPORT

Hagerstown Regional Airport **STRATEGIC PLAN**



**R.A. Wiedemann &
Associates, Inc.**
AVIATION CONSULTANTS

Hagerstown Regional Airport Strategic Plan

1. Introduction

The Hagerstown Regional Airport (HGR) in Maryland is at a critical juncture in its growth and development. As a key transportation hub, HGR has the potential to expand its market, enhance its revenues, and play a role in the economic development of the region. To achieve these goals, the airport management has commissioned the development of a strategic plan, focusing on three main areas: branding and marketing strategy, business planning strategies, and airport operations. This report provides the specific goals and initiatives to be undertaken in each of these key areas.

- **Branding and Marketing Strategy:** The strategic plan begins by defining the airport's identity and service area reach, identifying existing and future markets, and understanding the desires of stakeholders and customers. The airport's relationship with the adjacent Business Park was also examined. A comprehensive branding program was then developed, incorporating these goals and working with leadership to create a new name, branding look, identity description, and strategy to tie all spending into support for the brand.
- **Regional Market Rates Study:** The plan includes an analysis of General Aviation (GA) rates and charges at HGR compared to competing airports. These were limited to metrics for aircraft storage, landing fees, and fuel prices. Other rate items are included in an appendix.
- **Airport Operations:** The strategic plan determines the limits of existing staffing and estimate the staffing needs associated with successful growth strategies. A baseline of staffing needs was developed for the current service level of the airport, and incremental increases in staffing were estimated for several scenarios of increased growth at HGR.
- **Business Planning Strategies:** The plan includes an examination of revenue enhancement strategies. These strategies encompass hangar development, non-aviation property development, airline/cargo service development, and pay parking and PFC fees. Results were presented in abbreviated formats to facilitate decision-making.

The development and implementation of this strategic plan will serve as a roadmap for Hagerstown Airport's growth and success in the coming years. By focusing on these key areas, HGR will be better positioned to capitalize on its strengths, address its challenges, and maximize its potential as a regional transportation hub and economic driver.

2. Branding and Marketing Strategy

Goals:

1. *Define Airport Identity and Service Area Reach: RAWA will work with Airport Management to define the service area reach for both airline passenger demand and general aviation demand.*

The service area reach for the airline portion involves the inclusion of western portions of the Washington-Baltimore Combined Statistical Area in addition to the Hagerstown catchment area. For the general aviation demand the service area will ultimately be a 30-minute driving time but the pricing will incorporate airports as far away as Frederick, Martinsburg, Gettysburg, etc.

2. *Identify Existing and Future Markets: For goal setting purposes, the existing and future markets available to the Airport will be described. In some cases, the future markets will represent desires of Airport Management.*

While the airport management desires new carriers and expanded airline service levels, the near-term reality, as we see it, is that there will be one carrier at this airport serving vacation travelers. This may change in the longer term. However, in this current market environment there is only room for one low-cost carrier going to vacation destinations. Unfortunately, all the competitors (Spirit, Frontier, Breeze, Avelo, etc.) visit the same vacation locations, so two carriers would cannibalize each other's passenger loads. As the Baltimore/Washington area commercial airports saturate, more opportunity will be opened for HGR to provide regular airline service to more distant hubs like Charlotte, Atlanta, Newark, Philadelphia, Detroit and the like.

There are other market areas to examine besides the airline market. These would include hangar development, on airport aviation businesses, on-airport aviation property development, and on-airport non-aviation property development.

3. *Identify Desires of Stakeholders: Without a SWOT, it will be difficult to identify desires of Stakeholders beyond the study sponsor/Airport Management.*

Stakeholders are seeking to expand the revenue base, services to customers, and the economic impact of the airport in the region. They would like to increase the number of flights and destinations, but they do not have much power to do so. Allegiant Air holds the cards in this regard. There is a small market for air cargo, but Airport Management realizes the fixed base operator (FBO) will handle that air cargo. The FBO will most likely be best positioned to quickly and affordably construct new hangars and the Airport Sponsor can lease property for that activity. The stakeholders would like to improve the Airport brand and the reach of the market down into the Washington Metro Area and to a lesser extent the Baltimore Metro Area.

4. *Identify Desires of Customers: The desires of customers will be identified, based on anecdotal information from Airport Management and from Consultant experience at other similar airports.*

While not a deal breaker as a consumer value proposition, it is believed that many of HGR airline customers appreciate the provision of free airport parking. They also want to use the facility for vacation trips with their families. Family vacations tend to be longer than business trips and thus, parking fees can mount over time. Although not stated, customers do like a quick throughput experience at the Airport, and they enjoy good branding. Low airline fares are key to building demand in the future.

General aviation customers enjoy the level of service provided by Rider Jet Center, even though prices are in the mid-to-upper range. Demand is strong for both based aircraft and aircraft operations at the Airport.

5. *Identify Relationship between Airport and Business Park: Goals for the development of the Business Park will be established, based on historical growth and Sponsor desires.*

The Airport Sponsor would like to grow the business relationship with the community both for aviation and non-aviation purposes. There are parcels on Airport property which can be used for this purpose and there are other parcels off the Airport that would be encouraged for commercial/industrial land use. Property is zoned to protect the Airport from residential development which is key to the continued growth and development of the Airport. Preliminary examination of the area would indicate a very large logistical group real estate play. Millions of square feet of logistical space are currently being constructed and at some point, there may be a glut in the market given the lack of labor force workers to fill those buildings. In addition, any on-airport development needs to be vetted with FAA to ensure compatibility with aeronautical uses.

2.1 Develop Branding Program:

Incorporate All Goals into Program: All the goals identified above will be considered in developing new branding for the Airport.

Work with Leadership on Branding Specifics where Applicable: Concepts for new branding will include the following:

1. *New Name or Slight Name Change*
2. *New Branding Look (Logo, Colors, etc.)*
3. *Identity Description – Vision for Future*
4. *Strategy to Tie All Spending into Support for Brand*

2.2 Hagerstown Washington Regional Airport

The logo and branding ideally will form an identity that is local while drawing in a larger audience. It was agreed that the Airport name will be "Hagerstown-Washington Regional Airport." Hagerstown for the local anchor city. Washington for the county, but also for Airport's growing role within the broader Washington DC region.

One version of the logo that included a commercial jet silhouette cut out was of peak interest. Another version of the logo featuring a more pronounced commercial jet silhouette was also of interest. Of significance is the agreement of the Airport Advisory Commission on the name change. Several logos are shown below.





3. Regional Market Rates Study

A survey of airports within the region was conducted to determine Hagerstown Regional Airport's competitive position regarding revenue producing activities for GA activity. The regional area was assumed to extend to a loosely interpreted 60-mile radius around HGR. The following airports are those identified and examined for this analysis.

- **Area Airports with Runway Lengths 5,000 Feet and Above:**
 - Hagerstown Regional – HGR – 7,000 x 150 – Hagerstown, MD
 - Eastern West Virginia Regional – MRB – 8,815 x 150 – Martinsburg, WV
 - Frederick Municipal – FDK - 5,819 x 100 – Frederick, MD
 - Carroll County Regional – DMW - 5,100 x 100 – Westminster, MD
 - Greater Cumberland Regional – CBE – 5,047 x 150 – Cumberland, MD
 - Winchester Regional Airport – OKV – 5,498 x 100 – Winchester, VA
 - Leesburg Executive Airport – JYO - 5,500 x 100 – Leesburg, VA
 - Capital City Airport – CXY – 5,000 x 150 – Harrisburg, PA
- **Area Airports with Runway Lengths Below 5,000 Feet:**
 - Franklin County Regional – N68 – 3,300 x 75 – Chambersburg, PA
 - Gettysburg Regional - W05 – 3,100 x 60 – Gettysburg, PA
 - Montgomery County Airpark – GAI – 4,202 x 75 – Gaithersburg, MD

For the general aviation demand the service area will ultimately be a 30-minute drive time but the pricing will incorporate peer airports such as: Frederick, Martinsburg, Gaithersburg, Leesburg, Winchester, Carroll County, Cumberland, etc. We attempted to include information on Potomac Airpark and contacted them three times by telephone only to leave a voice message each time. As a privately owned airport, we are dependent upon input from W35 management to accurately include hangar rates and fees, which at the time of this writing are not available.

3.1 Airport Comparisons

The following tables present comparisons of service area airports. **Table 1** presents a comparison of facilities, activity, and infrastructure. **Table 2** shows the various services offered by each airport, while **Table 3** compares pricing for tie-downs, T-hangars, Conventional Hangars, Fuel, and Landing Fees.

Table 1 – Facility Comparison

Service Area Airports	Airport Code	Ownership	Acres	Number of Based Aircraft						Runway		Nav aids	Tower
				Jet	Multi	Single	Heli	Other	Total	First	Second	Highest	
Hagerstown Regional	HGR	Public	693	7	18	126	3	1	153	7,000x150	3,165x100	ILS	YES
Eastern WV Regional	MRB	Public	1,017	1	12	80	1	8	102	8,815x150	--	ILS	YES
Frederick Municipal	FDK	Public	616	10	20	150	11	0	191	5,819x100	3,599x75	ILS	YES
Carroll County Regional	DMW	Public	475	3	12	84	4	0	103	5,100x100	--	GPS	NO
Greater Cumberland Regional	CBE	Public	314	1	4	45	3	5	58	5,047x150	--	GPS	NO
Winchester Regional	OKV	Public	375	2	8	85	1	0	96	5,498x100	--	ILS	NO
Leesburg Executive	JYO	Public	294	18	23	195	4	1	241	5,500x100	--	ILS	YES
Capital City	CXY	Public	320	7	12	63	0	4	86	5,000x150	--	ILS	YES
Montgomery County Airpark	GAI	Public	125	6	14	119	2	0	141	4,202x75	--	GPS	NO
Gettysburg Regional	W05	Public	59	0	0	21	1	0	22	3,100x60	--	GPS	NO
Franklin County Regional	N68	Public	95	0	0	16	0	0	16	3,300x75	--	GPS	NO

Table 2 – Service Comparison

Service Area Airports	Frame Repairs	Power Repairs	Flight Instruction	Charter Service	Avionics	Aircraft Sales	Aircraft Rentals	Other
Hagerstown Regional	MAJOR	MAJOR	Yes	Yes	Yes	Yes	Yes	Air Freight, Air Ambulance, Cargo Handling
Eastern WV Regional	MAJOR	MAJOR	Yes	Yes	No	No	Yes	Air Freight, Air Ambulance, Cargo Handling
Frederick Municipal	MAJOR	MAJOR	Yes	Yes	Yes	Yes	Yes	--
Carroll County Regional	MAJOR	MAJOR	Yes	Yes	No	Yes	Yes	--
Greater Cumberland Regional	MAJOR	MAJOR	Yes	No	No	No	Yes	Glider and Tow, Air Freight
Winchester Regional	MAJOR	MAJOR	Yes	Yes	Yes	No	Yes	Air Freight
Leesburg Executive	MAJOR	MAJOR	Yes	Yes	No	Yes	Yes	Air Ambulance
Capital City	MAJOR	MAJOR	Yes	Yes	Yes	No	Yes	--
Montgomery County Airpark	MINOR	MAJOR	Yes	Yes	Yes	Yes	Yes	Air Freight
Gettysburg Regional	MAJOR	MAJOR	No	No	No	No	No	--
Franklin County Regional	MINOR	MINOR	No	No	No	No	No	Parachute Activity

Table 3 – Rates and Charges Comparison

Service Area Airports	Tie-Down	Conventional Hangars	T-Hangars	Landing Fee	Fuel Price/Gallon 4/20/2023			
	\$/month	\$/Square Foot	\$/ month	Yes/No	100 LL SS	100 LL FS	Jet A SS	Jet A FS
Hagerstown Regional	\$95/\$141	\$12.45 per sf for FBO Hangar	\$169/\$283/\$625/\$1062	Yes (\$1.36-\$3.13/1,000)	\$6.75	\$7.50	--	\$7.15
Eastern West Virginia Regional	\$80	\$7.17 per sf	\$160/\$260/\$460	Yes (\$2/1,000)	\$6.59	\$6.99	--	\$6.69
Frederick Municipal	\$123	\$10 - \$14 per sf	\$231-\$278	No	--	\$7.50	--	\$7.04
Carroll County Regional	\$90	--	\$375-\$400-\$425	No	\$6.84	\$7.14	--	\$7.16
Greater Cumberland Regional	\$30	\$3.00 per sf Year	\$150/\$160/\$180	No	--	\$6.55	--	\$5.70
Winchester Regional Airport	\$101	\$10.20 sf Hangar \$13.00 sf Office	\$401-\$466	No	\$5.89	\$6.29	--	\$6.39
Leesburg Executive Airport	\$120	\$8 - \$10 per sf	\$500/\$600/\$650/\$700 \$750/\$850	No	--	\$7.15	--	\$6.47
Capital City Airport	\$70	\$0.35-\$0.45 per sf ground lease	\$100/\$350	Yes (\$13/\$15 under 12.5k lb) \$3.51 per 1K lbs > 12.5K lb)	--	\$7.10	--	\$8.10
Montgomery County Airpark	\$115/\$131 \$162/\$273	\$5.80-\$7.40 per sf	\$325/\$483/\$614	No	\$6.95	\$7.50	--	\$7.50
Gettysburg Regional	\$50	\$0.25-\$0.35 per sf ground lease	\$230	No	\$6.38	--	--	--
Franklin County Regional	\$55	\$1.80 per sf	\$150	No	--	--	--	--

Only three airports in the general aviation service area impose landing fees – Hagerstown Regional, Capital City Airport, and Eastern West Virginia Regional Airport. HGR's landing fees are based on a sliding scale as follows (Rates have been adopted effective 7/1/2023):

HGR Landing Fees:

Class	MGTOW	Rate
1	6,500 - 10,999 lbs.	\$15.00
2	11,000 - 15,999 lbs.	\$30.00
3	16,000 - 33,999 lbs.	\$50.00
4	34,000 - 65,000 lbs.	\$100.00
5	66,000 - 99,999 lbs.	\$150.00
6	100,000 - up	\$200.00

Capital City Airport has a simple system with flat rates for two classes of aircraft above 5,000 pounds: \$13 for 5,001 – 8,000 lbs., and \$15 for 8,001 to 12,499 lbs. Any aircraft 12,500 pounds and over are charged \$3.51 per 1,000 pounds.

Eastern WV Regional Airport has a rate formula of \$2 per 1,000 pounds for aircraft below 100,000 MTOW, and \$2.50 per 1,000 pounds for all aircraft above 100,000 MTOW. This airport also has a ramp fee that can be waived with a purchase of fuel. The ramp rate for small jets is \$280 with the highest rate being double that - \$560.

In summary, only three airports in the general aviation service area impose landing fees – Hagerstown Regional (HGR), Capital City Airport, and Eastern West Virginia Regional Airport. HGR's landing fees are based on a sliding scale with fees ranging from \$15 to \$200 depending on the aircraft's MTOW. Capital City Airport has a two-tiered flat rate system for aircraft weighing above 5,000 lbs: \$13 for 5,001 - 8,000 lbs., and \$15 for 8,001 to 12,499 lbs. For aircraft weighing 12,500 lbs. and over, they charge \$3.51 per 1,000 lbs. Eastern WV Regional Airport has a simple rate formula of \$2 per 1,000 lbs., with ramp fees waived upon fuel purchase.

Comparing the landing fees, HGR tends to have higher fees for smaller aircraft but becomes more competitive for larger aircraft, eventually charging less than Eastern WV Regional for very large aircraft. Capital City Airport's fees are competitive for smaller aircraft but become more expensive for larger aircraft over 12,500 lbs. With slightly higher fuel prices, customers may perceive the higher levels of service, safety, and security at HGR worth the difference, influencing HGR's strategic planning, business development, and marketing efforts moving forward.

3.2 Summary and Conclusions

The market analysis conducted for Hagerstown Regional Airport (HGR) focused on understanding the competitive landscape within a loosely defined 60-mile radius around the airport. A total of eleven airports, varying in size and services offered, were included in the analysis. Key findings from this review can be summarized as follows:

1. **Facilities:** HGR is a publicly owned airport, with a total of 153 based aircraft, including 7 jets, 18 multi-engine, 126 single-engine, 3 helicopter, and 1 other. It has a 7,000 x 150 ft runway, ILS Nav aids, and a control tower. HGR has the second longest runway and the second most total acres of airport property among the 11 airports included. It is the third in total based aircraft, with a diverse range of aircraft types. This positions HGR as the only commercial service airport among this list and also as one of the stronger general aviation airports in the region.
2. **Services:** In terms of services offered, HGR provides major frame and power repairs, flight instruction, charter service, avionics, as well as air freight, air ambulance, cargo handling, HGR offers the most airport services compared to its regional competitors. This does not necessarily indicate that airports with fewer services are at a disadvantage; it could be that they have opted to focus on providing one or two services extremely well. However, this wide range of services sets HGR apart from many of its regional competitors, especially smaller airports with limited offerings.
3. **Tie-Down Rates:** A comparison of tie-down rates and charges revealed that HGR's fees for single engine piston aircraft (\$95/month) and twin-engine piston aircraft (\$141/month) are more competitive compared to other airports in the region. Frederick Municipal (\$123/month) and Montgomery County Airpark (\$131-\$162/month) have higher rates. The lowest tie-down fees are at Greater Cumberland Regional Airport (\$30 per month).
4. **T-Hangar Rates:** Regarding T-hangar costs, HGR offers various options, ranging from \$169 to \$1,062 per month. These rates include hangars with attached offices that are not available at many of the other airports in the service area. When compared to other airports in the region, HGR's T-hangar rates fall within a competitive range. For example, Eastern West Virginia Regional's T-hangar rates range from \$160 to \$460 per month, while Frederick Municipal's range between \$231 and \$278 per month. Leesburg Executive Airport has a higher rate at \$600 per month, whereas Greater Cumberland Regional and Franklin County Regional offer more affordable options at \$150-\$180 and \$150 per month, respectively.
5. **Conventional Hangar Rates:** The analysis of conventional hangar rates across the service area reveals notable variation among the airports. Airports in the high-cost cluster, such as Hagerstown Regional Airport, Frederick Municipal, and Winchester Regional Airport, tend to charge higher rates, ranging from \$10 to \$14 per square foot. These airports often provide a diverse range of services, well-maintained facilities, and strategically advantageous locations to justify their premium pricing. On the other hand, airports situated within the lower end of the price range, such as Eastern West Virginia Regional, Greater Cumberland Regional, and Franklin County Regional, charge significantly lower rates for conventional hangar space, ranging from \$1.80 to \$7.17 per square foot. While it

is anticipated that these rates will increase in the near term, it is evident that these airports must prioritize affordability to entice cost-conscious customers and attract tenants away from their higher priced but more favorably located counterparts.

6. **Fuel Prices:** Fuel prices at HGR are slightly higher than some of its regional counterparts. As of April 20, 2023, the privately-owned Rider Jet Center FBO charges \$6.75/gallon for 100 LL self-service fuel, \$7.50/gallon for 100 LL full-service fuel, and \$7.15/gallon for Jet A full-service fuel. HGR has the third highest price for self-serve LL Avgas among six airports, and it is one of three airports with the highest price for full-serve LL Avgas among nine airports. For full-serve Jet A, HGR has the fourth highest price among nine airports. While the fuel prices are not the lowest in the region, they are not significantly higher than those at competing airports while allowing the HGR FBO to collect a fixed margin on their fuel sales.
7. **Landing Fees:** HGR's landing fees tend to be higher for smaller aircraft, but become more competitive as the aircraft size increases, eventually becoming lower for very large aircraft compared to Capital City Regional Airport and Eastern WV Regional Airport. Additionally, Eastern WV Regional imposes ramp fees that can be waived with fuel purchase, which is an additional cost factor to consider when comparing both airports. The Rider Jet Center does the same thing for GA visitors to the FBO ramp. HGR's proposed fee schedule reflects the rare occasion when someone wants to park on a non-FBO ramp at the Airport. For example, this could be a sports charter on the firehouse apron or the terminal apron.

In conclusion, Hagerstown Regional Airport is competitively well-positioned within its regional market, offering a diverse range of services to cater to the general aviation demand. With more competitive tie-down fees and slightly higher fuel prices, customer choices may not be impacted as they perceive the higher level of service at HGR is worth the difference. Overall, this market analysis provides valuable insights to inform HGR's strategic planning, business development, and marketing efforts moving forward.

Appendix A presents information taken from published sources show fee structures beyond those listed in the tables earlier in this section.

4. Evaluation of HGR Staffing Analysis

A review of the HGR Staffing and Human Resources Report was made. From that review, suggestions were made to Airport Management and the County. The following sections present summaries of those suggestions and summarized responses from the County.

4.1 General Suggestions

Suggestion 1: Enhance Compensation and Benefits to Attract Part Time Workers

County Response: The County acknowledges the need for competitive wages and benefits but faces constraints in adjusting the pay plan for part-timers. However, they do provide opportunities for advancement through local community colleges and the AAAP.

Suggestion 1a: Evaluate the Impact of the MD Mandated \$15 Minimum Wage

County Response: The County has adjusted the pay scale in response to the State's mandated minimum wage increase. However, the Airport and County must consider the gap between their lowest-paid entry level part time workers and what the same workers could earn elsewhere for less demanding work. This wage separation may be too slim to ensure the attraction and retention of the most capable workers.

Suggestion 1b: Consider Offering Relocation Assistance

County Response: The County would need to implement a uniform policy for offering relocation assistance, particularly for full-time, salaried professionals recruited nationally.

Suggestion 1c: Understand the Long-Term Costs of Lower Pay Scales, Particularly the Way It Will Impact the Desire for Employees to Work Overtime.

County Response: The County agrees that lower pay scales can lead to increased staff turnover and lack of engagement, as well as higher overtime costs. They suggest raising job competency requirements, increasing the scope of responsibilities, and seeking quality over quantity in staff.

Suggestion 1d: Utilize Industry-Specific Job Boards

County Response: The County agrees with posting job openings on national aviation organization websites.

Suggestion 2: Improve Job Descriptions and Classifications

County Response: The County agrees with updating job descriptions to accurately reflect responsibilities and ensure appropriate compensation.

Suggestion 3: Invest in Training and Development

County Response: The County supports offering training programs and certifications to part-time staff, but seeks a better-defined path for experienced part-time workers to transition to full-time positions. They suggest tying additional training investments to a commitment to work for a defined period of time.

Suggestion 3a: Explore Partnerships with Local Educational Institutions

County Response: While the County acknowledges the potential benefits of collaborating with local educational institutions, they face challenges in providing internships and productive outreach programs due to limited resources and safety concerns.

Suggestion 4: Promote a Healthy Work-Life Balance

County Response: The County agrees with promoting work-life balance by hiring a larger pool of part-time staff, using flex time for full-time workers, maximizing the use of salaried workers, and implementing scheduling practices to limit overtime.

General Practices: General practices for creating a positive work environment revolve around pay and participation. We have mentioned the pay scale above. You are probably already doing this, but by deliberately engaging employees in decision-making processes, (particularly ones that may not expect it), recognizing their achievements, and providing opportunities for growth and development, you may be able to promote from within.

County Response: The County acknowledges the importance of employee engagement, recognition, and growth opportunities but notes that some staff members may not be interested in taking on more responsibilities or participating in decision-making processes. They emphasize the need for a balance between employee input and respecting the authority of supervisors and directors.

4.2 Specific Suggestions for HGR

Some of the specific suggestions for HGR staffing included the following:

1. Increase Maintenance Staff by Two Full-Time Positions to Ensure Timely Completion of Work, Avoid FAA Issues, and Tenant Dissatisfaction.

County Response: If the ARFF Manager (Chief) position is created, backfilling the Equipment Operator/Maintenance Lead position might be enough. However, due to the current maintenance supervisor's vacation accrual, additional workers might be needed, including someone who can take on a leadership role.

2. Re-evaluate the "Deputy Airport Director" Position and Consider Adding a Full-Time Salaried Deputy Director Without Reclassifying the Operations/Security Manager Position.

County Response: The preference is to have a Deputy Director without reclassifying the Operations/Security Manager position. The current responsibilities of the Operations/Security Manager could limit the effectiveness and availability of the Deputy Director.

3. Consider Part-Time Support for Office Staff During Peak Periods or When Full-Time Staff Is on Leave.

County Response: A part-time office position could free up other staff members for more fruitful work, such as assisting with social media, and might save costs for the airline.

4. Engage in Proactive Marketing and Community Outreach Efforts to Raise Awareness of the Airport's Airline Service Offerings and Attract New Passengers and Businesses.

County Response: Agreed, as long as the efforts are appropriately scaled and directed towards true customers. Attracting new businesses to the airport should follow a win-win partnership model and consider fair market value.

5. Regularly Reevaluate the Chosen Growth Scenario, with Staff Review Every 3-5 Years.

County Response: Agreed.

6. Develop Contingency Plans for Potential Deviations from the Chosen Growth Scenario.

County Response: Agreed. Different scenarios of airline growth should be explored, considering various needs depending on whether the airport provides ground staff or the incoming airline does.

7. Update or Expand Security Protocols and Infrastructure If the Airline Activity Increases Significantly.

County Response: Agreed. However, the airport cannot afford to provide services and commodities at less than fair market value or for free.

8. Evaluate the Need for ARFF Equipment Upgrades as the Airport Grows and Potentially Moves Towards Maintaining an ARFF Index C Capability.

County Response: Agreed.

9. Continually Evaluate and Adjust ARFF Staffing Recommendations as Needed to Ensure the Safety and Efficiency of Airport Operations.

County Response: Agreed.

Again, these are only suggestions. They are given from a distance, recognizing that Airport Management has the best view of the operational logistics and staffing at the Airport. It is hoped that these may be helpful to continue the effective management that HGR currently receives.

5. Business Planning Strategies

This section outlines several business strategies designed to enhance revenue production at the Airport. These strategies are not fully developed, but instead show anecdotal examples of proformas for the following areas of interest: hangar development; non-aviation property development; and airline/cargo service development.

5.1 Hangar Development

Hangar development is a key strategy for increasing revenue at an airport. By investing in new hangar facilities, airports can accommodate more aircraft and attract a wider range of clients, including private and corporate aircraft owners, maintenance providers, and aviation schools. This typically works best if the airport sponsor is also the FBO or fuel seller on the airport.

At present, there is a mix of County owned and privately owned/managed hangars at HGR, some with unusually long lease/reversion terms. While it is generally understood that Rider Jet Center as a private entity, is able to develop hangar facilities less expensively than the County, this does not demand that the Airport should not also participate in hangar development. New hangar design and construction should be considered by the County to ensure more expedient and dependable revenue streams. Furthermore, the County must insist upon future agreements that hold the line on lease term length and ensure it is commensurate with investment. Term-stacking and unnecessary extensions for little to no additional investment must be avoided. Independent of hangar ownership, the FBO will capitalize on fuel sales to the new aircraft tenants.

Inputs:			Description
Hangar Type (Conventional/T-Hangar)	Conventional		Type of building being constructed
Hangar Cost	3,000,000		Total cost of the building
	1	Units	IF a T-hangar, the number of Units
Hangar Size	10,000	SF	Size of the building
Ground Lease footprint of hangar	15,000	SF	The square footage of the area leased if it were to be a Ground Lease
Lease Period	30	Yrs.	How long a ground lease would be for the property
Lease Price Per Unit/per month	10,375		The starting lease rate per unit if a T-hangar
Hangar Lease Rate per square foot per year	12.45		The starting lease rate per square foot per year if a Conventional Hangar
Ground Lease Rate per square foot per year	0.50		The starting lease rate per square foot per year if a Ground Lease
Maintenance Costs, if any	10,500.00		Estimated yearly costs (maintenance, insurance, etc. by sponsor)
Inflation Rate	4.50%		Both Revenues and expenses will increase by inflation rate
Percent Financed by Loan:	100.00%		Amount of the loan financed by the sponsor
Upfront payment	0		
Loan Amount	3,000,000		
Loan Interest Rate:	6.00%		Interest rate
Loan Length (years):	30		Should be less than or equal to lease period

Figure 1 – Hangar Feasibility Assumptions

Using a feasibility proforma tool, the investment in new hangar development versus the leasing of land for a third party to develop a hangar can be compared. **Figure 1** shows the assumptions in the model, while **Figure 2** presents a sample comparison between these two options. For this model, one assumption is that the leased area is 1.5 times the building size. That lease footprint can be equal to or up to 3.0 times the building size at some airports.

Results of the 30-year proforma model show:

- Total Hangar Revenues: \$7,595,400
- Total Maintenance Expenses: \$640,600
- Total Debt Service: \$6,475,100
- Net Cash Flow: \$479,600
- Net Ground Lease Revenues if 3rd Party Builds Hangar: \$457,600
- Benefit of Building and Leasing Hangar: \$22,100 over 30 years

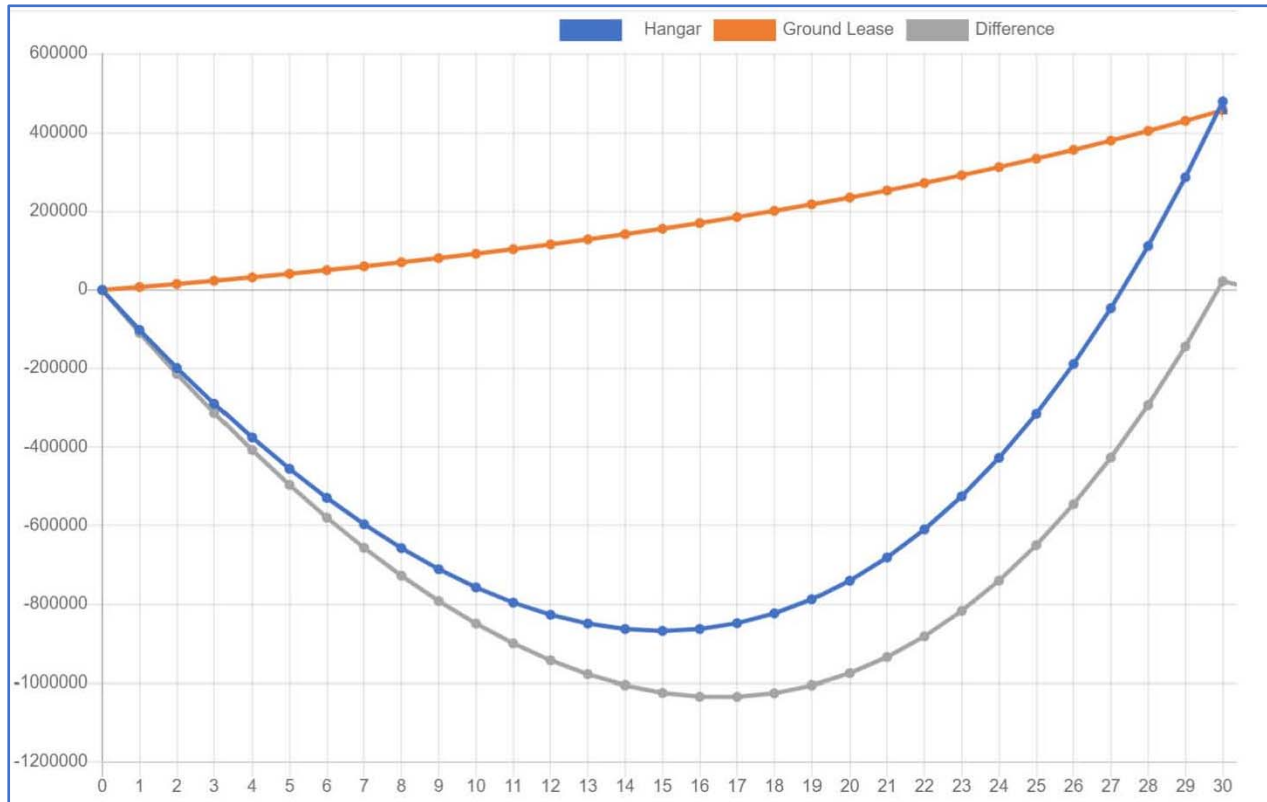


Figure 2 – Hangar Feasibility Comparison: Build vs Ground Lease

This is the benefit that either Rider Jet Center or the County would accrue if they constructed the facility. As shown, with a 6 percent interest rate, the ground lease option for the County is favorable until year 30 of the model. Of course, assumptions and inputs could change the outcomes. That is, lower inflation or interest rates, equity or grant investment instead of loans, and different maintenance/insurance costs will change the model.

One item we recommend not changing would be the ground lease rate of \$0.50 per square foot. That rate and higher ones are replacing lower rates at airports across the country. In addition, HGR should not be responsible for a project proponent's site prep costs.

For T-Hangar development, the economics are somewhat worse. That is, for a 10-unit T-Hangar with costs of \$200/square foot, it would take 30 years to breakeven at \$670 per unit per month. This rate is in the upper range of rates for T-Hangars in the service area. While a municipal government may be willing to wait for 30 years to recoup an investment, it would not work in the business world. Again, interest rates, inflation, and building costs are significant to the feasibility.

5.2 Non-Aviation Property Development

Non-aviation property development provides additional revenue streams for airports by utilizing available land or property for commercial or industrial purposes. Typical ideas for non-aviation property development include:

Developing Retail, Hospitality, Or Entertainment Venues

Developing retail, hospitality (hotel and dining), or entertainment venues within the airport property to attract passengers and visitors is one common theme at airline and larger general aviation airports. HGR has already accomplished the dining portion of this, with two high-end restaurants on or near the field (The Grille at Runways, and Nick's Airport Inn). There is one upper-midscale, limited-service hotel (Hampton Inn) within a mile of the Airport. In addition, there is an aviation museum on the Airport which attracts numerous visitors each year. Finally, there are other services and retail businesses scattered around the Airport or directly adjacent to facility. At the Terminal Building, there are vending machines which provide limited food and snack services, as well as a snack bar in the terminal hold room staffed by airport employees providing limited food services to screened departing passengers. At present, flight schedules are not currently sufficient to support a full-time retail outlet such as a gift shop or café. Therefore, no recommendations regarding additional retail, dining, or entertainment venues are suggested for this plan.

Land Leasing

Leasing land or property to businesses or organizations for offices, warehouses, or other commercial purposes is a viable option for the Airport. Options examined by this analysis included:

- Former Grove Farm Property
- Southeast Corner Near Basore Drive Adjacent to Taxiway Papa

Former Grove Farm Property

This property is roughly 80 acres (outlined in red) and is situated as shown in **Figure 3**. The retention pond and the family cemetery cover about 20 acres, leaving between 50 and 60 acres for development, depending on the selected use. Proposed uses for this property have included:

- Solar Farm
- Commercial/Warehouse Development

The potential earnings from these uses depend on a ground lease agreement or, in the case of a solar farm, a potential assessment based on production. For the commercial warehouse and water treatment plant, ground lease costs need to be compared to the potential purchase price of the land.

- 60 acres (2,613,600 sf) @ \$140,000/acre = \$8,400,000 or \$3.21/square foot

Thus, assuming a 5 percent capitalization rate for lease revenues, a land lease over a 20-year period would cost less than \$0.161/square foot or roughly \$420,000 per year – very good if you can get it.



Figure 3 – Potential Non-Aviation Property Development Areas

In Massachusetts, local units of government can levy payment in lieu of taxes (PILOTs) in addition to property taxes on solar farms. For example, at the Fitchburg Airport, this would include a charge of \$9,800 per megawatt produced, plus the real property tax rate of \$17.61 per \$1,000 of land value. This totals approximately \$3,850 per acre, assuming a land valuation of \$20,000 per acre.

Applying the Washington County, MD tax rate of \$.948 and a land value of \$140,000 per acre, the rate equates to roughly \$4,825 per acre or \$289,500 per year if the property is sold. This corresponds to approximately a \$0.119 per square foot. If the land is retained and leased to a solar farm developer, annual per-acre rents for larger tracts of solar land can range from \$300 to

\$800 depending on a state's average capacity factor and land availability, according to Strategic Solar Group.¹ This lease rate at the top end, is \$0.0184 per square foot. If an equivalent production tax is applied, the overall annual lease rate would be \$4,298 per acre or \$0.0949 per square foot (which is less than the return for selling the property and simply collecting taxes). Thus, unless there are no other higher uses found for the property, the solar farm would be an alternative for gaining some revenue from the property.

Southeast Corner Near Basore Drive Adjacent to Taxiway Papa

Figure 3 displays the area (outlined in green) that the Airport has considered repurposing. The potential plan involves removing all residential properties and aging hangars to create a new large T and Box hangar development complex, akin to the one near the FBO. Alternatively, this land could be transformed into a small 13-acre industrial/flex-use park.

Assuming a cost of at least \$100,000 per acre to prep the land for development, and considering potential aviation use, land lease rates could range between \$0.25 and \$0.50 per square foot. Given 10 acres of usable property, we estimate an annual rent for aviation usage at \$217,800. With a 5 percent cap rate, this allows for an investment exceeding \$4.3 million to achieve breakeven over 20 years.

Because industrial developments generally require that the developer control ownership of the property, finding suitable lease users would be difficult for this property. At airports, leased industrial development space is usually occupied by aviation-related industries with a need to access a runway. This suggests that it would be easier to develop the property for aviation use than non-aviation industrial or commercial use. Otherwise, selling the property and setting up an annuity with the net proceeds to fund capital development is another option.

5.3 Airline/Cargo Service Development

One area of potential growth at HGR involves the attraction of more scheduled airline service and specialty air cargo service. Served by Allegiant Air, a low-cost carrier offering flights to popular vacation destinations like Orlando, St. Petersburg, and seasonally, Myrtle Beach, the Airport presents an attractive option for both passengers and airlines. While daily flights to a hub may not be feasible in the short term due to the proximity of larger airports like BWI and Dulles, targeted regional connections could be a valuable addition to the Airport's offerings in the future.

Attracting a regional carrier to provide services to key hubs such as Charlotte (American) or Detroit (Delta) could offer passengers more travel options and increase the Airport's catchment area. This, in turn, could boost enplanements, currently around 31,000 per year, enhancing revenues from the Passenger Facility Charge (PFC) and paid parking, once these options are implemented.

¹ "Harvesting the Sun: On-Farm Opportunities and Challenges for Solar Development," Anuj Krishnamurthy, Oscar Serpell, July 2021 (kleinmanenergy.upenn.edu).

HGR lacks the volume for a dedicated cargo terminal, but the Airport is handling several million pounds annually of all-cargo aircraft landed weight each year. Hagerstown's vibrant manufacturing sector (Volvo and others) supports these specialized cargo flights. Potential increases in cargo revenue opportunities would be seen in higher landing fees and perhaps a specific fee assessed by the airport in addition to the landing fee to recognize a share of the revenues associated with the loading/unloading and local truck transport service provided or arranged by the FBO. (Currently Rider Jet Center handles all cargo flights). One option would be to add another 0.30 per thousand lbs. MGTOW for all-air cargo planes.

The East Apron is one that could potentially be leased out to SNC or to the RJC FBO (at least a larger portion of it) to generate revenue as its treated as common use apron now and being used for free/no money is being earned with it. The Airport would benefit from regularly collecting fees for the apron area if SNC or RJC FBO do use it and existing legal agreements allow HGR to charge them for parking. Conversely, the Plane Care Apron off Taxiway Papa is one where that does not earn income from that company to occupy or use it. That company wants HGR to make very expensive repairs as the pavement is at the end of its useful life or at failure stage in spots.

It is recommended that new leases be signed at time of renewal, potentially with entirely new lessees, which would charge for use of the pavement and not just the buildings. Nothing should be free, under a "you pay for what you use" standard. The Plane Care area may benefit from a demolition of some older structures and a reduction in the amount of paved surface back to only what is needed.

In conclusion, there is potential for Hagerstown Regional Airport to attract more airline and cargo services. Although others would benefit financially from this increase in activity, the Airport could participate by instituting pay parking and a Passenger Facility Charge (PFC). Even with the status quo in activity, the Airport would benefit from new parking fees and PFCs.

5.4 Pay Parking and Expanded Parking Area

Instituting a pay parking facility at HGR, with potential rates starting at \$5 per day, could generate significant additional revenue for the Airport. In this regard, North Central West Virginia Airport began charging for parking in July 2022 and knew it would create an additional revenue stream despite receiving complaints. In the months since, complaints have subsided, and the revenue stream is better than what was expected. Since the Benedum Airport Authority signed off on the project, the airport has collected \$181,945 in revenue. The automated parking machine allows customers to pay for parking with cash or credit. The daily cost is \$5 per day, and it is free for less than an hour.

In addition to pay parking at HGR, expanding the parking lot near the entrance to accommodate truck/trailer parking from the Love's Truck Stop across the street could further increase income. However, aesthetic and visual impacts must also be considered to ensure the Airport maintains a positive image.

Potential Revenue from Pay Parking

With an average of 200 cars currently utilizing the free parking lot, instituting a daily rate of \$5 could generate considerable income. Assuming consistent usage, the estimated revenue would be as follows:

- $200 \text{ cars} * \$5 \text{ per day} * 365 \text{ days} = \$365,000 \text{ per year}$

Additionally, the expanded parking lot for truck/trailer parking could generate further revenue. There is an identified need for it in Washington County. HGR is located just off I-81 at perhaps the only intersection in Washington County that can take the trucks without major congestion issues. Some trucks would pay \$15-\$30+ a day to park overnight even on a gravel lot. Assuming just 10 trucks at \$20 per night, the following revenues could be generated:

- $10 \text{ trucks} * \$20 \text{ per day} * 365 \text{ days} = \$73,000 \text{ per year}$

Between the cars and trucks, a total of \$438,000 could be generated. These numbers are based on minimal daily fees of \$5 per car and \$20 per tractor-trailer truck. Over time, these fees could be raised.

Costs

There would be costs associated with implementing a pay parking facility and expanding the parking lot. These might include:

- Initial investment in parking equipment, such as ticketing machines, barriers, fencing and signage.
- Ongoing maintenance costs for the equipment and parking area.
- Additional part-time staffing or security measures to manage the pay parking facility.
- Construction costs for the truck parking lot expansion.

Prior to initiating pay parking, consideration should be given to how much demand may be lost because of the increased cost. At \$5 per day, it is doubtful that any travel decisions would be impacted or cancelled. A detailed cost analysis should be conducted by the Airport's engineering consultant to determine the cost components of these items.

Aesthetic and Visual Impacts

While the additional revenue from the pay parking facility and expanded parking lot is attractive, the potential aesthetic and visual impacts must be considered. An airport's entrance plays a crucial role in shaping first impressions for visitors and passengers.

Truck/trailer parking near the Airport entrance could create a less appealing visual environment, potentially reducing the Airport's perceived value and negatively impacting the overall experience for passengers. To mitigate these concerns, the following measures could be taken:

- Implement landscaping and greenery around the parking area to create a visual buffer between the trucks/trailers and the Airport entrance.
- Design the expanded parking lot to minimize visibility from the Airport entrance, possibly by strategically placing it behind creative art barriers or creating a designated truck/trailer parking area further from the entrance.
- Incorporate attractive signage and lighting to maintain a professional and welcoming appearance.



Figure 4 – Murals at Lexington Bluegrass Field

In conclusion, instituting a pay parking facility and expanding the parking lot for truck/trailer parking could generate substantial additional revenue for HGR. However, the potential aesthetic and visual impacts must be carefully considered and mitigated to ensure the Airport maintains a positive image. A comprehensive cost analysis and thoughtful planning for visual impact mitigation can help achieve a balance between revenue generation and maintaining a welcoming Airport environment.

5.5 Passenger Facility Charge

Instituting a Passenger Facility Charge (PFC) of \$4.50 per enplanement at HGR, which currently has airline service from a low-cost carrier (Allegiant), presents both advantages and disadvantages. Given the passenger level of 65,000 annually, the PFC could generate significant revenue for the Airport, but it may also be viewed negatively by the airline, potentially affecting their operations. The following summary outlines the pros and cons of implementing a PFC at HGR (also see FAA Advisory Circular regarding PFCs - <https://www.faa.gov/airports/pfc>).

Pros:

- **Increased Revenue:** Assuming 65,000 annual enplanements, a PFC of \$4.50 per enplanement would generate \$292,500 in additional annual revenue for HGR. This revenue can be used as the local share for a variety of essential Airport improvement, safety, and maintenance projects. These projects might include funding other necessary non-AIP projects, such as: wildlife studies and mitigation, investments in Aircraft Rescue & Fire Fighting, security expenses such as cameras and access control systems, red "crash" hardline phone system for emergency communications between ARFF and Air Traffic

Control, Airport Management/Ops/MX/local 911. In addition, PFC revenue could fund airfield painting costs, airfield sweepers, salt building, parking lot improvements, etc. These necessary Capital Improvements are sometimes delayed because the FAA, MAA or local County do not have the resources to fund them.

- **Funding for Capital Improvement Projects:** PFC revenue can be used to fund Airport infrastructure projects that may otherwise be difficult to finance, including the expansion of the parking lots, creation of truck parking areas, land acquisition near Taxiway Papa, etc.
- **Bonding Potential:** PFC revenue can be used to support the issuance of bonds, providing HGR with a stable source of funding for long-term capital improvement projects. This can help the airport secure lower interest rates and better financing terms for future development.

Cons:

- **Potential Negative Impact on Airline Relationship:** Instituting a PFC may be viewed negatively by Allegiant, as low-cost carriers typically aim to offer the lowest possible fares to their customers. Adding a PFC could lead to increased ticket prices, which the airline may believe, or at least say, will affect its competitiveness and passenger demand, (even though Allegiant has PFCs at many other cities it serves).
- **Administrative Costs:** Implementing and managing a PFC program requires additional administrative work, such as collecting and remitting the fees, maintaining records, and complying with federal regulations. These tasks may increase the airline and Airport's operational costs.
- **Pay Parking vs PFCs:** If the Airport seeks a PFC prior to instituting pay parking, Allegiant is apt to react negatively, as they would argue that all should be done on the local side to generate additional revenue from passenger use of the terminal and facilities prior to seeking additional fees from the airline to have to collect from passengers and remit back to the Airport.

In conclusion, instituting a PFC of \$4.50 per enplanement at HGR could generate additional revenue and provide funding for capital improvement projects, as well as support bonding efforts. However, it may also negatively impact the Airport's relationship with Allegiant and potentially reduce passenger traffic slightly due to increased ticket prices (and parking fees if these initiatives are pursued concurrently). HGR management should carefully weigh these pros and cons prior to implementing a new set of fee structures.

5.6 Summary and Findings

This analysis has identified several business strategies that could enhance revenue production at HGR. The potential strategies are grounded in the areas of hangar development, non-aviation property development, airline/cargo service development, instituting pay parking and an expanded parking area, and implementing a Passenger Facility Charge (PFC).

Hangar development, such as potentially delegated to Rider Jet Center, could accrue benefits from ground leases, including an estimated net cash flow of \$7,500 per year from a single 15,000 sf

lease. Assuming 150,000 square feet of new leases over 20 years, a cumulative total of \$1.5 million could be realized in un-escalated revenues.

Non-aviation property development on the Grove Farm Property and near Basore Drive adjacent to Taxiway Papa, via land leasing or commercial/warehouse development, could yield substantial revenue. The Grove Farm Property's potential ground lease revenue could be estimated at \$420,000 per year if used for commercial development. The development near Basore Drive could achieve an estimated annual rent for aviation usage at \$217,800, given 10 acres of usable property.

Airline/cargo service development holds potential, particularly through regional connections that could boost enplanements and revenues from PFCs and paid parking. These strategies require careful consideration as they may impact relationships with current airline partners, particularly Allegiant.

Instituting a pay parking facility and expanding the parking lot could generate additional revenue. Estimated annual earnings could reach \$438,000, assuming rates of \$5 per car and \$20 per tractor-trailer truck per day. However, aesthetic and visual impacts must be mitigated to maintain a positive Airport image.

Implementing a PFC of \$4.50 per enplanement could result in significant additional revenue of \$292,500 per year given the current enplanement level. PFCs can also support long-term capital improvement projects and bond issuance. Yet, the potential negative impact on the relationship with Allegiant and potential administrative costs must be considered. **Table 4** presents a summary of the potential financial benefits of these initiatives.

Table 4 – Summary of Potential Financial Benefits			
Business Strategy	Estimated Annual Earnings	Unescalated Revenue over 20 Years	Escalated Revenue over 20 Years
Hangar Development (Ground Lease – 150,000 SF)	\$75,000	\$1,500,000	\$2,346,214
Non-Aviation Property Development - Grove Farm Property	\$420,000	\$8,400,000	\$13,142,352
Non-Aviation Property Development - Near Basore Drive	\$217,800	\$4,356,000	\$6,822,109
Pay Parking (Cars and Trucks)	\$438,000	\$8,760,000	\$13,719,292
Passenger Facility Charge (PFC)	\$292,500	\$5,850,000	\$9,159,267
Total	\$1,443,300	\$28,866,000	\$45,189,234

* PFC Rate not escalated, even though rate increases are likely in the near term.

Appendix A

Detailed Rate Structures of Area Airports

Eastern West Virginia Regional Airport

Airport Minimum Standards, Appendix "A"



FY 2022-2023 EWVRAA Schedule of Rates, Fees and Charges

Effective 07/01/2022

adopted: 04/18/2022

Adjusted rates in red.

Description

Amount \$ (USD) Per

Aeronautical Services

Aircraft Landing Fee MTOW (5,000 - 99,999 pounds)

\$2.00 1,000 lbs Was \$1.50

Aircraft Landing Fee MTOW (100,000+ pounds)

\$2.50 1,000 lbs

Cargo Service Fee (Addl to Ramp Fee)

\$0.20 1,000 lbs

^Note: Landing fees do not apply to locally-based, federal, state and military aircraft

Maintenance Service Charges

Dumpster Fee

\$194.00 Month

Kitchen Grease Trap Quarterly Cleaning

\$600.00 Year

Ramp Escort Fee

\$50.00 hour

Terminal Secured Key Duplicate (each)

\$50.00 Key

Lost Key replacement (Standard key) (each)

\$25.00 Key

After-hours Maintenance Service Call (Non-Tenants)

\$75.00 each

Hangar Cleaning Charge

One Month's Applicable Rent

Facilities Maintenance

\$75.00 Man-hour

Spill clean-up Fee

\$250.00 + any fines incurred + cleanup supplies

Administrative Service Charges

Returned Check Fee

\$30.00 Occurance

Late Payment Fee (Hangars, Tie-Down)

10.00% Month

Documents/Record Research Requests

\$75.00 Hour

Minutes/Agendas Research Requests

\$50.00 Hour

Waiting List Yearly Deposit

One Month's Applicable Rent

Waiting List Application Fee

\$25.00

Hangars & Tie-Downs (Monthly rates for based aircraft only) eff. 7/1/2022

"B" T-Hangar Units 1-8	\$258.00	Month	Was \$250
"C" T-Hangar Storage Room	\$50.00	Month	
"C" T-Hangar Units C-1, 2, 3, 4, 5, 7, 8,9, 10	\$160.00	Month	Was \$150
"C" T-Hangar Unit C-6 with Extra Storage	\$170.00	Month	Was \$160
"D" Box Hangar 60'x60' Bi-Fold Door	\$900.00	Month	Was \$890
"F" T Hangar Unit F2	\$248.00	Month	Was \$240
"F" T Hangar Units F1 & F3	\$268.00	Month	Was \$260
"G" T Hangar Units G1, G2, G3 & G4	\$258.00	Month	Was \$250
"H" Box Hangar 40' x 48' Bi-fold doors	\$475.00	Month	Was \$460
"I" T-Hangar Units I-2, 3, 4, 5, 6, 8, 9, 10	\$235.00	Month	Was \$230
"I" T-Hangar Units I-1, 7 with Extra Storage	\$248.00	Month	Was \$240
"I" Larger Twin Units (up to 42' wingspan)	\$425.00	Month	Was \$410
"I" Larger Twin Units I-12 & 13 with Extra Storage	\$435.00	Month	Was \$420

Community Heated Small Piston Single \$330.00 Month

Community Heated Twin Piston \$440.00 Month

Note: Community Heated are applicable to storage at MRB West. Rates for Helicopters, Seaplanes, Turboprops and Jets are negotiable.

Ramp Tie Down (Paved) \$80.00 Month

Ramp Tie Down (Grass) \$40.00 Month

Ramp Tie-Down (a/c 10,000 lbs+) Negotiated Month

Facility Use Charges

Conference Room Rental **\$45.00** hour Was \$35

Each Additional Hour, Conference Room \$10.00 hour

Office Lease **\$350.00** Month Was \$325

Fines

Access Gate Violation - 1st violation \$0.00 each

Access Gate Violation - 2nd violation \$100.00 each

Access Gate Violation - 3rd and subsequent violations \$200.00 each

Ground Leases

Highly Improved Ground Lease	\$0.25	Sq ft/yr
Intermediately Improved Ground Lease	\$0.17	Sq ft/yr
Unimproved Ground Lease	\$0.08	Sq ft/yr
TTF Access Fee (applies to land underneath structures)	\$0.25	Sq ft/yr

Aeronautical Business Operating Fees

SASO Annual Service Fee	\$1,200.00	Year
Aircraft Maintenance FBO Annual Service Fee	\$1,200.00	Year
Fuel Sales FBO/SASO Annual Service Fee	\$1,200.00	Year
Aircraft Sales FBO/SASO Annual Service Fee	\$1,200.00	Year
Flight Training FBO/SASO Annual Service Fee	\$1,200.00	Year
Air Taxi/Charter FBO/SASO Annual Service Fee	\$1,200.00	Year

Rates & Fees - Winchester Regional Airport

Schedule your next flight into OKV using Flightbridge!

Ramp Use Fees

CLASS	MTOW	FEE/MIN GALLONS TO WAIVE
Class A	8,000 – 12,500	\$60 or 50 gallons
Class B	12,501 – 20,000	\$120 or 80 gallons
Class C	20,001 – 30,000	\$200 or 180 gallons
Class D	30,001 – 50,000	\$350 or 300 gallons
Class E	50,001 & up	\$500 or 400 gallons

Overnight Ramp Parking:

CLASS	FEE
0 – 7,999 lbs	\$15 (one night waived with 5 gallon fuel purchase)
Class A	\$45 per night
Class B	\$65 per night
Class C	\$85 per night
Class D	\$110 per night
Class E	\$125 per night

Hangar Parking (Space Available)

CLASS	FEE
0 – 7,999 lbs	\$85.00 per night
Class A	\$170.00 per night
Class B	\$270.00 per night
Class C	\$370.00 per night
Class D	\$470.00 per night
Class E	\$570.00 per night

GPU

FEE

Engine Start + First Hour	\$100.00
Extended GPU Service	\$75.00 each additional hour

Other Fees

FEE

Towing	\$50.00 one way to/from main ramp
Electric Hookup for Engine Heater	\$30.00 per day
Cargo Handling Fee	\$100.00 per hour per person
Forklift Rental	\$100.00 per hour
Lav Cart Service	\$75.00 includes flush/refill
Oxygen Service	\$100.00



Agenda Report Form

Public Packet

Open Session Item

SUBJECT: Contract Award (PUR-1627) – Intervention and Case Management for Youth of Incarcerated Parents in Washington County

PRESENTATION DATE: July 25, 2023

PRESENTATION BY: Rick Curry, CPPO, Purchasing Director; Nicole Phillips, Grant Manager, Washington County Office of Grant Management (OGM)

RECOMMENDED MOTION: Move to award the contract for the Intervention and Case Management for Youth of Incarcerated Parents in Washington County, Maryland to the responsible proposer with the responsive proposal.

REPORT-IN-BRIEF: The purpose of the service to be provided is to fulfill the requirements of the County's Community Partnership Agreement (CPA) for fiscal year 2023 with the Governor's Office of Crime Prevention, Youth, and Victim Services (GOCPPYV). The services are to be performed during the contract period that commences upon contract execution and end on June 30, 2024, with an option by the OGM to renew the awarded Contract for up to two (2) additional years through fiscal year 2026.

The Coordinating Committee was comprised of the following members: Director of Purchasing, OGM Director designee, OGM Grant Manager (Chairman Designee), LMB Board Chairperson, or designee and LMB Community Planning and Review Committee Chairperson or designee. The RFP was advertised locally in the newspaper and on the County's web site, as well as on the State's "eMaryland Marketplace Advantage" (eMMA) web site. Notice of the RFP was e-mailed to those individuals/firms on the OGM's e-mail list. Twenty-nine (29) persons/firms accessed the RFP document from the web site. Two (2) firms were represented at the pre-proposal conference.

DISCUSSION: N/A

FISCAL IMPACT: Funding from the Maryland Governor's Office for Children in the amount of \$90,000.

CONCURRENCES: Award as unanimously recommended by the Coordinating Committee.

ALTERNATIVES: N/A

ATTACHMENTS: Scope of Work (excerpt from RFP document).

AUDIO/VISUAL NEEDS: N/A

PUR-1627
Intervention and Case Management for Youth of Incarcerated
Parents in Washington County, Maryland

After assessing the needs of the community and review of current data about school readiness, the Washington County Local Management Board has concluded that programming is necessary to impact this issue particularly among those youth whose parent(s) have been or are currently incarcerated. Research indicates that this population has increased risk of poor school performance. The Board wishes to fund a program that will coordinate with local law enforcement to provide school readiness/success resources along with case management to this population.

The program will specifically target youth ages 0-18 (along with their caregivers) with at least one parent currently incarcerated at the Washington County Detention Center (WCDC) or the Washington County Day Reporting Center (WCDRC). The selected contractor will work closely with both agencies to provide services including but not limited to family assessment, case management and referral to services. Parent/caregiver classes will be provided to include school readiness and parenting skills curriculum. The overall goal of the program is providing services to youth of incarcerated parents and their caregivers, recognizing the adverse impact parental incarceration may have on the family.

1. Staffing – Case Management Services may be provided by one or more Case Managers either on a full or part-time basis as long as the services meet the minimum requirement of 390 hours per quarter. A qualified applicant preferably has a Bachelor's Degree or higher in a mental health or human services field with at least two years' experience working with youth and families. Applicants with Bachelor's Degrees in other fields or with Associates Degrees in mental health or human services field with at least four years' work experience working with youth and families will also be considered. *Please note staff or employee leave time including but not limited to vacation, personal and sick leave will not be reimbursable under this project per GOCPYVS guidelines and policies.*
2. Collaborative efforts – Services must include strong agency and community collaboration and involvement. It will be required that the Contractor create and/or maintain a collaborative relationship with local law enforcement and service providers.
3. Coordination with local law enforcement – A Memorandum of Understanding between the Contractor and WCDC and WCDRC is required to be executed prior to the start of services. The service provider shall obtain all necessary malpractice and liability insurances in the amounts required by WCDC and WCDRC.
4. Referrals to Service – The Program will be accessible by all targeted youth and families (see POPULATION SERVED), allowing referrals from all law

enforcement agencies (including WDCD and WCDRC), school systems, service providers, and citizens.

5. Location of Services – Location of services in close proximity to the WDCD and WCDRC is preferred but not required.
6. Outreach – The success of this program will be dependent upon the target population being referred to it, therefore, outreach is an important component. The Contractor should ensure the target population and service providers are aware of the program.
7. Case Management – The Case Manager(s) will provide case management services, including (but not limited to) family assessment, referral services, family centered services, and follow up support as necessary to the youth and families served.
8. Training and Education – The Intervention and Case Management for Youth of Incarcerated Parents program will focus on two educational components: (1) preparing youth under 5 for school readiness and (2) ensuring school age youth are successful in school. To achieve these goals the program will offer training workshops/educational learning experiences in these subject matters at least quarterly.
9. Population Data Collection – In addition to program data, the contractor will be responsible for collecting local data/statistics on the target population of youth with incarcerated parents. This data will be used to determine the needs of the local population.
10. Program Data collection – The Contractor must collect and report indicator data and program outcome information as required by the Evaluation Contract executed with the Office of Grant Management. Data collection will be required through the duration of the program. The following data outcome measures are the minimum measures expected of the selected Contractor.
 - a. Number of school aged children served by program
 - b. Number of pre-school age children served by program
 - c. Number of families served by program
 - d. Number of youth served by the program
 - e. Number and percent of classes/workshops provided to participants
 - f. Number and percent of participants receiving a referral for additional services
 - g. Number and percent of participants which would recommend the program to others

- h. Percent of participants who report an improved attitude/outlook for communication
- i. Percent of participants who report improved family stability
- j. Number and percent of pre-school age children participating in the program that are assessed as being developmentally on the target per the Kindergarten Readiness Assessment
- k. Number and percent of caregivers/parents of school aged children participating in the program that feel services provided by the program will help improve their child's attendance.
- l. Percent of participants who report improved maintenance of familial connections
- m. Percent of participants who report improved support in reunification
- n. Percent of participants who report increased resources and supportive services available during/post incarceration

These measures may be revised at the discretion of the OGM and GOCPYVS.

A. Parameters of the Award of Funds

- 1. The maximum award of \$90,000 for the Intervention and Case Management for Youth of Incarcerated Parents program will begin on July 1, 2023 and end June 30, 2024 with an option by the OGM to renew the awarded Contract for up to two (2) additional consecutive years through fiscal year 2026.
- 2. Renewal of this agreement is at the discretion of the Local Management Board and is contingent upon the following: 1) the continual award of funds from the GOCPYVS, 2) the performance of the Contractor and 3) the goals/outcomes desired by the GOCPYVS and OGM.

III. POPULATION SERVED

- A. The program will provide services for youth ages 0-18 along with their parent/caregiver with at least one parent currently incarcerated at the Washington County Detention Center or Washington County Day Reporting Center. Youth and families of individuals who are transferred from the WCDC/WCDRC to other correctional facilities may participate in the program as long as they reside in Washington County.



Agenda Report Form

Open Session Item

SUBJECT: Bid Award (PUR-1631) – Winebrenner WwTP Sewer Line Relocation

PRESENTATION DATE: July 25, 2023

PRESENTATION BY: Rick F. Curry, CPPO, Director, Purchasing Department; Mark Bradshaw, P.E., Director, Division of Environmental Management

RECOMMENDED MOTION: Move to award the project for the Winebrenner WwTP Sewer Line Relocation to the responsible, responsive bidder, Henson & Sons, Inc., of Hagerstown, MD who submitted the lowest total lump sum bid in the amount of \$57,403.91.

Contractor:	Total Lump Sum
Henson & Sons, Inc.	\$57,403.91
Huntzberry Brothers, Inc.	\$64,815
W. F. Delauter & Sons, Inc.	\$67,750

REPORT-IN-BRIEF: The work to be performed by the Contractor under this project generally includes but is not limited to: Remove and install two (2) new 48” diameter precast manholes and install approximately 104 linear feet of 8” SDR-26 pipe as shown on the plan and profile drawings. The project is anticipated to begin mid to late September after Camp Loise is closed for the season.

The project is to be substantially completed within forty-five (45) consecutive calendar days of the Notice to Proceed (issuance of purchase order). The County can assess liquidated damages in the sum of one hundred fifty (\$150) dollars for each consecutive day that the project is not completed.

The bid was advertised in the local newspaper, listed on the State of Maryland’s “*eMaryland Marketplace Advantage*” website and on the County’s web site. Six (6) companies were represented at the pre-bid conference/teleconference. Twenty-two (22) persons/companies registered/downloaded the bid document on-line. Three (3) bids were submitted as indicated on the attached bid tabulation matrix.

DISCUSSION: N/A

FISCAL IMPACT: Funds are budgeted in the Division’s Capital Improvement Project (CIP) account 32-42010-LIN046.

CONCURRENCES: N/A

ALTERNATIVES: N/A

ATTACHMENTS: Bid Matrix Tabulation

AUDIO/VISUAL NEEDS: N/A

PUR-1631

WINEBRENNER WwTP SEWER LINE RELOCATION

Item No.	Description:	Henson & Son, Inc. Hagerstown, MD	Huntzberry Brothers, Inc. Smithsburg, MD	W.F. Delauter & Son, Inc. Emmitsburg, MD
1	Remove/Install Two (2) New 48" Diameter Precast Manholes and Install Approximately 104 LF of 8" SDR-26	\$57,403.91	\$64,815.00	\$67,750.00

Remarks / Exceptions:

W.F. Delauter & Son, Inc. Sink hole remediation excluded. This can be provided at an additional cost.

Bids Due: July 12, 2023



Agenda Report Form

Open Session Item

SUBJECT: Washington County Veterans Advisory Committee-Revision to Bylaws

PRESENTATION DATE: July 25, 2023

PRESENTATION BY: Zachary J. Kieffer, Assistant County Attorney
Teresa Spruill, Chairman, Veterans Advisory Committee

RECOMMENDATION: Move to amend and restate Bylaws of the Washington County Veterans Advisory Board

REPORT-IN-BRIEF: A revision to the Bylaws of the Washington County Veterans Advisory Board was requested by the members of the Veterans Advisory Committee.

DISCUSSION: The current Bylaws of the Committee provide nine (9) board seats for voting members and two (2) non-voting ex-officio members. Of the nine (9) voting members: four (4) are honorably discharged members of a US Military branch, three (3) are non-veterans representing veteran-focused service organizations, one (1) representative from the Maryland Department of Veterans Affairs, and one (1) representative from a veteran fraternal organization. The two (2) non-voting members are a County Commissioner and the Director of the Washington County Health Department, Behavioral Health Services Division. The Committee's requested amendments increase the number of board members to 11, remove the representative from the MD Department of Veterans Affairs and the Director from the Health Department, and increase the number of honorably discharged members from 4 to 7. The Committee believes these amendments will allow them to more easily reach a quorum at regular meetings and enhance their ability for community outreach. Amendments to the Bylaws are in the sole discretion of the Board of County Commissioners.

FISCAL IMPACT: N/A

CONCURRENCES: N/A

ALTERNATIVES: N/A

ATTACHMENTS: Amended and Restated Bylaws

AUDIO/VISUAL NEEDS: N/A



WASHINGTON COUNTY VETERANS ADVISORY COMMITTEE

BYLAWS

Article I

Name

The name of the Board is the Washington County Veterans Advisory Committee (Committee).

Article II

Mission Statement

The Committee shall assist the Board of County Commissioners of Washington County, Maryland (Commissioners) in identifying the needs of its veteran community and provide the Commissioners with recommendations for increased services and resources.

Article III

Priorities

The Committee shall:

- A. Collaborate with established military Veteran oriented service organizations to evaluate, develop and promote new and existing programs and services for veterans and their families within Washington County;
- B. Advise the Commissioners on all matters as related to the development and implementation of services and resources involving veterans;
- C. Create awareness of the issues faced by veterans and preserve the honor due all Veterans;
- D. Work cooperatively with any County board, or staff with regard to policies, programs, and concerns relating to veterans' interest, and to maintain a working relationship with all other agencies service veterans within Washington County.

Article IV

Membership

- A. **Composition.** The Committee shall be comprised of eleven (11) individual voting members as appointed by the Commissioners, and one (1) non-voting, ex-officio member:
 - 1. All members shall be registered voters and residents of Washington County.
 - 2. Seven (7) members shall have been separated from a United States military service under honorable conditions.
 - 3. Three (3) members may be non-veterans, who represent a variety of organizations that provide services to Veterans such as:
 - a. A post-secondary educational institution; or
 - b. A member of a Veteran's Service Organization.
 - 4. One (1) representative from any of the following organizations (not limited to):
 - a. Veterans of Foreign Wars (VFW);
 - b. The AMVETS;
 - c. Military Order of the Purple Heart (MOPH);

- d. The American Legion; or,
 - e. Disabled American Veterans (DAV).
5. One (1) County Commissioner serving as a non-voting, ex-officio member.

B. **Terms.** Standing ex-officio non-voting member is not term-limited. Terms of the individual voting members shall be three (3) years, as outlined in Washington County Policy PR-22, Boards and Commissions. The original term of three (3) members shall be for one (1) year; the original term of three (3) members shall be for two (2) years; and the original term of the remaining members shall be for three (3) years. Subsequent terms of all members shall be for three (3) years. Members of the Committee shall be eligible for reappointment for one (1) consecutive term only, and, following the second consecutive 3-year term, shall be eligible for reappointment only following an intervening one (1) year period. A one- or two-year term will not be considered a full term for the purpose of these term limits.

C. **Termination of Membership and Vacancies**

1. Membership on the Committee may be terminated by voluntary withdrawal or by removal by the Commissioners. Any member may withdraw from membership by giving written notice to the Committee chair of such intention.
2. The Committee may recommend to the Commissioners that the membership of an individual member be terminated based on one or more of the following criteria:
 - a. inadequate attendance including excused and unexcused absences;
 - b. breach of confidentiality;
 - c. action/behavior that is inappropriate or inconsistent with County policy; and
3. The Commissioners shall have the authority to remove any member of the Committee at any time when, in its sole and absolute discretion, the best interest of the community shall be served.
4. Any vacancy occurring in the Committee for any reason shall be filled for the unexpired term by the Commissioners.

**Article V
Officers**

A. **Elected Officers.** Members of the Committee shall elect from among their members a chair, vice-chair, and secretary. Notwithstanding any provision of these bylaws, no member may simultaneously hold more than one office. The officers shall have the duties and powers usually attendant upon such officers and other duties and powers not inconsistent herewith as may be provided by the Committee and/or the Commissioners.

B. **Terms.** The chair and vice-chair shall take office at the close of the Annual Meeting and shall serve for a term of one (1) year. Officers are eligible for reelection or reappointment for one (1) additional year. Vacancies occurring during a term of office must be filled for the unexpired balance of the term of office. When a vacancy in the office of the chair occurs, the vice-chair shall automatically succeed to the office of chair.

C. **Chair.** The chair shall:

1. Preside as the chief officer of the Committee and shall be present at all meetings of the Committee;
 2. Serve as a non-voting ex-officio member of all sub-committees and appoint the chair of each sub-committee from among the members;
 3. Ensure that proper records are maintained;
 4. Communicate to the Committee such matters and make such suggestions as may in the chair's opinion tend to promote the achievement of the goals outlined in these bylaws; and
 5. Perform such other duties as are necessarily incidental to the office.
- D. **Vice-Chair.** The vice-chair shall perform all duties of the chair during his or her absence.
- E. **Secretary.** The secretary shall maintain minutes of the meetings and when necessary provide notice of meetings to members of the Committee.
- F. **Officer Removal, Resignation, and Vacancies.**
1. The Committee may recommend to the Commissioners that a member serving as an officer be removed from his or her officer position based on one or more of the following criteria:
 - a. inadequate attendance including excused and unexcused absences;
 - b. breach of confidentiality;
 - c. actions/behavior that in the opinion of the Committee is inappropriate or inconsistent with policy; and
 2. The Commissioners shall have the authority to remove any member from an officer position of the Committee at any time when, in its sole and absolute discretion, the best interest of the community shall be served.
 3. In the event of an officer vacancy that is caused by removal, resignation, or any other reason, the Committee shall elect a member to fill the vacancy. The election shall take place at the next regularly scheduled meeting following the effective date of the vacancy. A member elected to fill a vacancy shall serve out the remainder of the officer's term left vacant. The partial term served shall not be applied to the term limits.

Article VI

Meetings

- A. **Meetings.** Meetings shall be subject to the Open Meetings Act and members of the public shall be permitted to attend all meetings except as provided by law. General parliamentary rules, as set forth in Robert's Rules of Order, as amended from time to time, shall govern, when not in conflict with these bylaws.
1. **Regular Meetings.** Meetings shall occur throughout the year according to a schedule, which shall be established at the annual meeting. Notice of this schedule shall be provided to the Committee members and the County Clerk.
 2. **Special Meetings.** Special meetings of the Committee may be called at any time by the chair or, in the chair's absence, by the vice-chair. One (1) week notice of any special

meeting should be given to the members by the chair or vice-chair, and the notice must state the subject of the special meeting.

3. **Annual Meeting.** An annual meeting shall be held each year at a date and time to be determined by the chair. At the annual meeting, the installation of officers shall occur, and a schedule of regular meetings shall be established for the upcoming year.

B. **Attendance.** All members shall be required to attend the regularly scheduled Committee meetings as scheduled. Failure to attend these meetings may be at the discretion of the Committee and result in the following:

1. A third missed meeting in any fiscal year may result in a letter to the member from the chair regarding the attendance policy.

2. Disassociation from the Committee as a voting member may occur after the third unexcused absence of regularly scheduled meetings in any fiscal year.

C. **Quorum.** Fifty-one percent (51%) of the total membership shall constitute a quorum. If such a majority is not present at any time, the presiding officer shall adjourn the meeting until a quorum is present.

D. **Sub-committees.** Other standing or special sub-committees of the Committee may be formed by the Committee as deemed necessary.

Article VII

Fiscal Year and Budget

A. **Fiscal Year.** The fiscal year of the Committee shall begin on the 1st day of July and end on the last day of June.

B. **Budget.** No budget will be provided to the Committee unless deemed necessary by the Commissioners.

Article VIII

Amendments to Bylaws

These bylaws may be amended, repealed, modified, or altered, in whole or in part, by the Commissioners, in their sole and absolute discretion. If such an amendment or change is proposed by the Committee, such proposal must be submitted in writing and approved at a meeting of the Committee. The proposal to amend these bylaws and the text of the proposed amendment must be included in the notice of the next meeting of the Committee. At that time, the Committee shall vote on the proposed amendment. Such proposed amendments shall be recommended to the Commissioners only if the proposal receives a quorum vote of the Committee.

Restated with amendments, this _____ day of July 2023.

ATTEST:

Dawn L. Marcus, *County Clerk*

John F. Barr, *President*
Board of County Commissioners of
Washington County, Maryland



Agenda Report Form

Open Session Item

SUBJECT: Agriculture – Faces of Farming Presentation

PRESENTATION DATE: Tuesday, July 25, 2023

PRESENTATION BY: Leslie Hart, Business Development Specialist, Department of Business and Economic Development

RECOMMENDED MOTION: N/A

REPORT-IN-BRIEF: “Faces of Farming” is an agricultural-focused video marketing campaign that will showcase two local Washington County farms every month, for one year. The “Faces of Farming” marketing videos will be showcased on the County’s website, as well as Facebook and other social media platforms, and will target a new industry and highlight a local farmer from that specific agricultural industry. Additionally, the Faces of Farming marketing campaign will be utilized in Washington County Public Schools as an agricultural education element focused on kindergarten to Fifth grade students to connect Washington County youth directly with local farms.

DISCUSSION: Washington County’s agricultural business represents the backbone of the County’s landscape. With over 900 operating family farms and \$153,725,000 in market value of products sold, agriculture is the largest economic driver in Washington County. The “Faces of Farming” marketing campaign will aim to educate residents in Washington County, along with the surrounding States and Counties, about the economic impact of the Ag industry. Additionally, these videos will be used for agricultural education to numerous streams around Washington County, such as, 4-H and FFA (Future Farmers of America) meetings, Ag Expo and Fair, and they will be available on the Washington County Ag App and website.

FISCAL IMPACT: N/A

CONCURRENCES: N/A

ALTERNATIVES: N/A

ATTACHMENTS: N/A

AUDIO/VISUAL NEEDS: Yes - Faces of Farming Videos: Doodle Flower Farm of Boonsboro and Irwin Farm at Prospect Hill Lavender Farm in Knoxville, MD.