



A Catalyst for  
**GROWTH  
& PROGRESS**

# Monthly Meeting September 2025

## “The CHIEF Brief”

*what’s old, what’s new, what’s next, & why it matters*

*Presentation by: Greg Snook, President/CEO*





A Catalyst for  
GROWTH  
& PROGRESS

# Welcome

## GHC Monthly Meeting

### September 2025

Tereance Moore  
GHC Chair



# Please Welcome New GHC Members



**Nick Natale**

*Trust Home Financial*

CEO

49 Summit Ave, Suite 101  
Hagerstown, MD 21740



**Major F. Warren III**

*Robert W. Johnson Community Center*

CEO

109 West North Avenue  
Hagerstown, MD 21740



**Troy Van Scoyoc**

*The Arc of Washington County*

CEO/Executive Director

820 Florida Ave  
Hagerstown, MD 21740



**Pat Ryan**

*NEWS TALK 103.7 FM*

General Manager

37 S. Main Street  
Chambersburg, PA 17201



**Meg Jancuk**

*(Troy Van Scoyoc Delegate)*

*The Arc of Washington County*

Deputy Executive Director

820 Florida Ave  
Hagerstown, MD 21740

**Allison Trobaugh**

*(Pat Ryan Delegate)*

*NEWS TALK 103.7 FM*

Client Partner Specialist

37 S. Main Street  
Chambersburg, PA 17201



# Please Welcome Prospective Members



**Andre Elliott**

**YMCA**  
CEO

1100 Eastern Blvd N  
Hagerstown, MD 21742



**Sarah Hall**

**Washington County Museum of Fine Arts**

*Executive Director*

401 Museum Drive, City Park  
Hagerstown, MD 21740



**Jeff McCall**

**Volvo Trucks**

*Vice President of Operations*

13403 Volvo Way  
Hagerstown, MD 21742



**Michele Fleming**

**Western Maryland Hospital Center**

*CEO*

1500 Pennsylvania Ave  
Hagerstown, MD 21742

**Dixit Kanani**

**Twilight Hospitality**

*Founder and CEO*  
Martinsburg, WV



**Tim Palkovitz**

**Hagerstown Paint & Glass Company**

*President*

18136 Oak Ridge Drive  
Hagerstown, MD 21740



**Ali Stevenson**

**Hagerstown Paint & Glass Company**

*Vice President*

18136 Oak Ridge Drive  
Hagerstown, MD 21740





# Congratulations to HCC on the Grand Opening of the



# Bowman Family Workforce Training Center

*Thank you for supporting workforce training and strengthening our community's future*

**Congrats to Triad Engineering  
on 50 Years in Washington County!**





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# Monthly Meeting September 2025

## “The CHIEF Brief”

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*Presentation by: Greg Snook, Chairman/CEO*



# What Is A Community Development Corporation (CDC) Like CHIEF?

*Most CDCs promote and support economic growth within a specific geographic area usually a city, county, or region. They work to attract new businesses, support existing businesses, and create quality jobs.*

# Who Benefits From Community Development Corporations (CDCs)

1. **Local Governments** looking to boost tax revenues and employment
2. **Businesses** looking for incentives, locations, or support.
3. **Communities** seeking better jobs and improved quality of life

# Core Functions of Community Development Corporations (CDC's) :

## 1. Business Attraction

- Recruit companies to relocate or expand in their area.
- Offer incentives like tax breaks, grants, or land deals.

## 2. Business Retention & Expansion (BRE)

- Help existing businesses grow.
- Solve issues like workforce shortages, infrastructure, permitting delays.

## 3. Workforce Development

- Partner with schools and training programs to ensure the local workforce has the skills businesses need.

## 4. Real estate & Site Development

- Develop or market land/buildings for commercial use.
- Sometimes even manage industrial parks or innovation districts.

CHIEF HAS  
FOCUSED ON  
AREAS  
HIGHLIGHTED  
GREEN

# Core Functions of Community Development Corporations (CDC's) :

## 5. Incentive Administration

- Manage local, state, or federal incentive programs (e.g., tax increment financing, job creation grants).

## 6. Entrepreneurship & Innovation Support

- Provide startup incubators, mentoring, and funding opportunities.

## 7. Marketing & Promotion

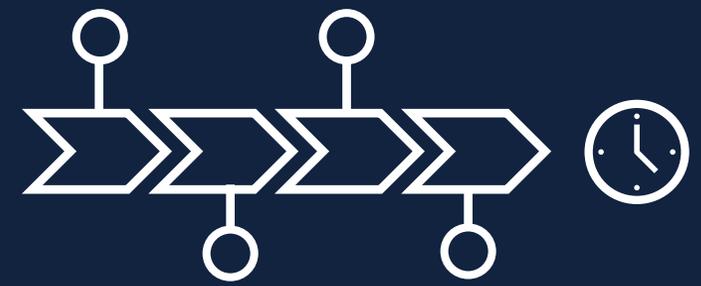
- Brand the community as a great place to do business, attend trade shows, run campaigns, host site selectors

## 8. Public Private Collaboration

- Work as a bridge between local governments, private businesses, nonprofits, and education institutions

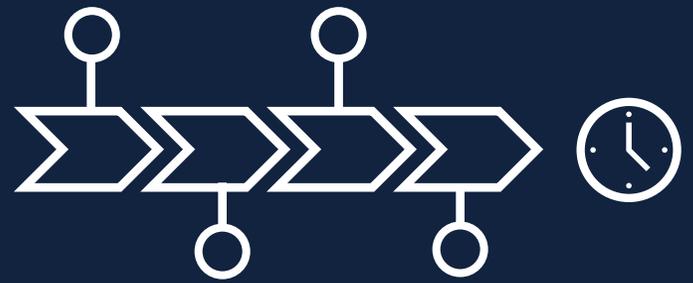
CHIEF HAS  
FOCUSED ON  
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GREEN

# CHIEF HISTORY



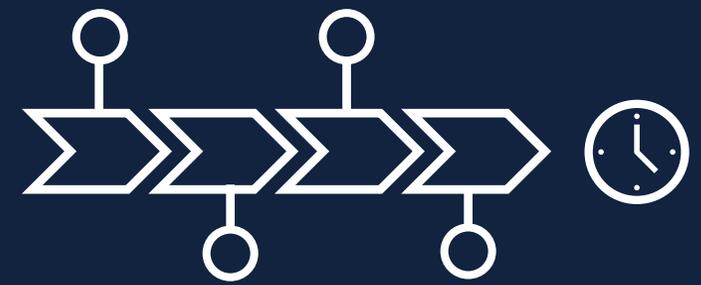
- Following a recession in 1958 and massive loss of jobs by Fairchild (4000+) following the Korean War, our county was in an economic crisis. Unemployment rose to over 14% and thousands were out of work. The community rallied together to find ways to diversify our economy and bring new jobs to the area.
- The County Commissioners created the first Economic Development Commission and provided welfare funding for people out of work
- State Delegation passed bills to create tax incentives for business attraction
- While these initiatives helped, we were hindered by the fact we did not have any pad ready sites, or “shell buildings” readily available

# CHIEF HISTORY



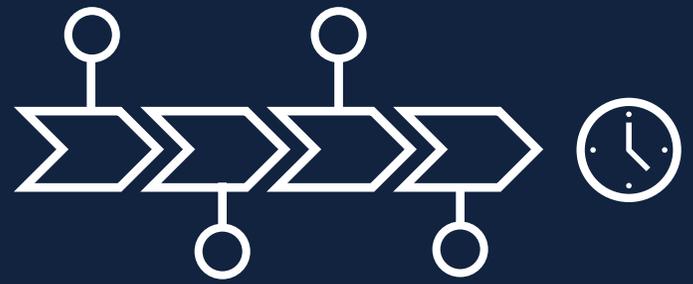
- Study groups and committees were formed to investigate local barriers to business attraction and the creation and management of business parks
- In 1960, the “*Hagerstown – Washington County Industrial Foundation*” was incorporated by a group of business leaders as a private, nonprofit organization (501c(6)) to fund and manage county business parks
- Business Leaders and the Chamber worked together on a private fundraising campaign known as “Operation CHIEF” which stood for the “County Hagerstown Industry Expansion Fund”.
- About \$182,757 in pledges were secured from 757 firms or individuals with \$72,000 in cash collected in the first year
- CHIEF later took over as the unofficial name of the Industrial Foundation

# CHIEF HISTORY



- For over 65 years, CHIEF has donated or sold property at market rate, a reduced rate, or for free to attract quality of jobs. Profits are used to cover operational costs and raise money to reinvest in new projects.
- **CHIEF turned the \$182k in 1960 to over \$10M in assets today**
- CHIEF has also provided financing or made donations for companies and organizations in our community.
- CHIEF has had only had 1-2 paid staff over the years.
- No public tax dollars have ever been used for operational costs or staff. These are covered by the re-sale of property, or investment interest
- Only 5 Presidents: William Preston Lane, Jr. (*former MD Governor 1947-51*), Merle Elliott, Dick Phoebus, Greg Snook, and now Andy Serafini

# CHIEF HISTORY



## Key Themes in CHIEF's Formation:

- **Public-Private Collaboration:** CHIEF was born out of a rare alignment between civic ambition and business pragmatism.
- **Regional Identity:** The Foundation emphasized Washington County's unique strengths, aiming to brand it as a hub for industry in Western Maryland.
- **Long-Term Vision:** Even in its earliest days, CHIEF's founders articulated a multi-decade vision for sustainable economic development.

# CHIEF MISSION STATEMENT



***“Continue and develop programs in furtherance of the orderly and planned development of our community, giving consideration to maintenance of the quality of life and the public and community interest generally. Programs which exist or might be developed include land development, construction of shell buildings, constructions of other facilities, participating in financing arrangement for new and established enterprises and other similar type activities.”***

# Hagerstown-Washington County Industrial Foundation, Inc. (CHIEF)

## Board of Directors – Staff



**Greg Snook**  
*Chairman/CEO*  
*Staff*



**Andy Serafini**  
*President*  
*Staff*



## Board of Directors – Officers

*(Unpaid Volunteers)*

**Tom Newcomer**  
*Vice President*

**Jim Kercheval**  
*Secretary*

**Andrew Hoffman**  
*Treasurer*

**Al Martin**  
*Assistant Treasurer*

## Directors

*(Unpaid Volunteers)*

Wayne Alter

Donald Hoffman

Andrew Sargent

James Stojak

Julie Rohm

John Latimer IV

Dr. Jim Klauber

John League

Ronald Sulchek

# CHIEF BUSINESS PROJECTS



- **FIRST PROJECT in 1961:** Optioned 11 acres and used to attract Electronic Teaching Laboratories (ELT). CHIEF also held second mortgage for ELT
- 1962: Optioned two 400 ac. sites along what will become I-81 and used one site to attract Mack Truck (now Volvo Powertrain) – Started at around 600 employees, peaked at 3000 employees
- From 1963 to early 2000's, CHIEF continued to purchase land to create various business parks. CHIEF also assisted in financing and held 2<sup>nd</sup> mortgages for companies locating in Washington County

# CHIEF BUSINESS PROJECTS



## **CHIEF supported business parks included:**

- Washington County Industrial Park (now Interstate Industrial Park)
- 70/81 Industrial Park
- Airport Business Park
- Newgate Industrial Park

## **Major job creators who located in these parks:**

- Certainteed, Rust-Oleum, Packaging Services of MD, Citicorp, Purina Mills, Landis Tool/Cinetic Landis, Statton Furniture, Coca-Cola, Crown Cork & Seal Co.,

**Other Companies Assisted:** Jamison Door, Fairchild, Hagerstown Block, GM Parts Depot

# CHIEF COMMUNITY DEVELOPMENT PROJECTS



- Helped preserve Hagerstown Fairgrounds Park
- Helped develop the North Potomac Street Parking Lot
- Helped develop the University of MD Hagerstown Campus (USMH)
- Contributed to construction of the Career Programs Building at HCC
- Instrumental in founding the Community Foundation of Washington Co.
- Sold land adjacent to HGR to private developer for future hotel conference center
- Partnered with Williamsport to finance land for NPS C&O Canal Headquarters

# CHIEF COMMUNITY DEVELOPMENT PROJECTS



- Purchased the Massey Property to create market rate housing and more disposable income for our downtown. Due to the 2008 housing recession, CHIEF sold the land below market rate to the County for parking for the new Library. Remaining land sold to City and purchased by HUB City Vinyl
- Provided escrow money for the Collegium to open (low interest loan)
- Helped Boonsboro finance new well water system (low interest loan)
- Partnered with City for public wi-fi in City Center
- Assisted HCC with development of business incubator

**In the last 20 years CHIEF sold off its remaining business park land and focused on downtown Hagerstown and attracting high-tech companies.**

# MT. AETNA TECHNOLOGY PARK

- Purchased land in 2007 during housing recession
- Collaborated with County to install roads, water, sewer, fiber, electric
- Consists of 4 pad-ready parcels totaling 158 acres (18/25/33/82 acres)
- Zoned ORI – Office, Research, and Industry
- Uses include biotechnology, high-tech business, light manufacturing, research institutions, computer and data processing, etc.
- Lease land for cell tower in 2020
- Met with 50+ potential clients after site preparations completed
- Recently signed contract with our first anchor tenant – Gobal Mfg

# MT. AETNA TECHNOLOGY PARK

JEFFERSON BLVD (MD 64)

HAGERSTOWN COMMUNITY COLLEGE

YOU ARE HERE

Cell Tower Lease

33 AC.

82 AC.

18 AC.

PROFESSIONAL BLVD PHASE 4  
25 AC.

Meritus owned

DOEY'S HOUSE

Diakon

MERITUS HEALTH

MERITUS COMMONS

MSOM

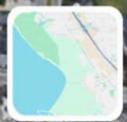
ROBINWOOD DRIVE

YALE DRIVE

MD 40 DUAL HIGHWAY

EASTERN

PROFESSIONAL BLVD



# MT. AETNA TECHNOLOGY PARK

HAGERSTOWN COMMUNITY COLLEGE

YOU ARE HERE

Meritus owned

DOEY'S HOUSE

Diakon

MERITUS HEALTH

MERITUS COMMONS

MSOM

MD 40 DUAL HIGHWAY

EASTERN

PROFESSIONAL BLVD

JEFFERSON BLVD (MD 64)

YALE DRIVE

YALE DRIVE

ROBINWOOD DRIVE



# MT. AETNA TECHNOLOGY PARK

JEFFERSON BLVD (MD 64)

HAGERSTOWN COMMUNITY COLLEGE

YOU ARE HERE



Meritus owned

DOEY'S HOUSE

YALE DRIVE

Diakon

MFG Co. PHASE 1 (2027)

YALE DRIVE

ROBINWOOD DRIVE

EASTERN

PROFESSIONAL BLVD

MD 40 DUAL HIGHWAY

MERITUS HEALTH

MERITUS COMMONS

MSOM



# MT. AETNA TECHNOLOGY PARK

JEFFERSON BLVD (MD 64)

HAGERSTOWN COMMUNITY COLLEGE

YOU ARE HERE

MFG Co. PHASE 2 (TBD)

MFG Co. PHASE 1 (2027)

Diakon

MERITUS HEALTH

MERITUS COMMONS

MSOM

DOEY'S HOUSE

Meritus owned

EASTERN

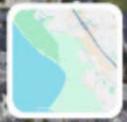
PROFESSIONAL BLVD

MD 40 DUAL HIGHWAY

YALE DRIVE

YALE DRIVE

ROBINWOOD DRIVE



# MT. AETNA TECHNOLOGY PARK

HAGERSTOWN COMMUNITY COLLEGE

YOU ARE HERE

TBD

TBD

MFG Co. PHASE 1 (2027)

MFG Co. PHASE 2 (TBD)

Meritus owned

DOEY'S HOUSE

Diakon

MERITUS HEALTH

MERITUS COMMONS

MSOM

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JEFFERSON BLVD (MD 64)

MD 40 DUAL HIGHWAY

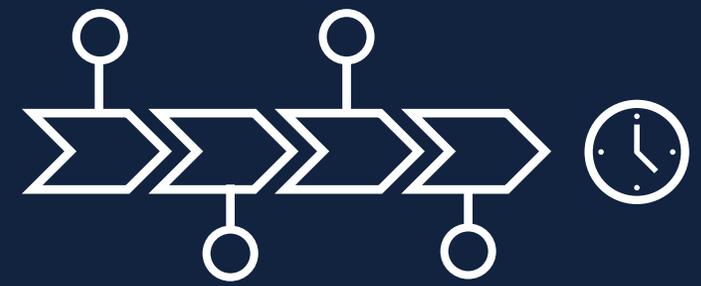
YALE DRIVE

YALE DRIVE

ROBINWOOD DRIVE



# MSE HISTORY



- In 2021, CHIEF created the 501c(3) nonprofit **Hagerstown Multi-Use Sports and Events Facility, Inc (MSE)**. This was part of a public/private partnership to bring minor league baseball, a multi-use entertainment facility (Meritus Park), and new investment to downtown Hagerstown
- **Mission Statement:** *To own, operate, maintain, promote and lease a new stadium and multi-use facility constructed in downtown Hagerstown, MD.*
- This \$90M project was funded entirely by the State and built with the help of the MD Stadium Authority. CHIEF assisted in property acquisition and provided “seed” money for MSE.
- MSE took ownership of Meritus Park following construction

# Roles & Responsibilities

## MSE & Meritus Park

- The facility's one long-term tenant is *Downtown Baseball LLC* – local owners of the *Hagerstown Boxcars*. *Downtown Baseball LLC* is responsible for all events and programming held at Meritus Park. They cover all operational, maintenance, and minor capital costs at the park
- MSE serves as the facility's landlord and is responsible for oversight and any major capital improvements needed in the future
- 100% of the rent payments go into a capital expenditure fund for future renovations. Team and MSE meet yearly to discuss capital needs, but use of CapEx funds is at the sole discretion of MSE. **No Profit for MSE/CHIEF**
- CHIEF covers staff time associated with MSE and provided funding to cover other ancillary costs (insurance, legal, accounting, etc.)

# Hagerstown Multi-Use Sports and Events Facility, Inc.

## Board of Directors - Officers

*(Unpaid Volunteers)*

**Greg Snook**  
*President/CEO*

**Tom Newcomer**  
*Vice President*

**Jim Kercheval**  
*Secretary*

**Andrew Hoffman**  
*Treasurer*

**Al Martin**  
*Assistant Treasurer*



## Directors

*(Unpaid Volunteers)*

**Trey Alter**

**Michael Weiss**

**Dr. Jim Klauber**

**Julie Rohm**

**Taylor Davis**

**John Latimer IV**

**Dan Spedden**

**Shaun O'Neal**

# CHIEF's Future Goals?



- **Be patient and remain open to future opportunities** while maintaining liquidity
- **Look for other land to purchase** and set aside for future economic development or possible workforce housing due to shortage
- **Partner with state, county, city, HCC and Meritus** to develop vision for the area around Mt Aetna Technology Park
- **Be a tool for economic development for County and Municipalities**
- **Look for opportunities to be an “assembler of targeted property”**, particularly in Hagerstown and other municipalities. *(similar to what we did with stadium properties)*

# CHIEF's Future Goals?



- **Be a stakeholder to provide input on economic development** with other partners like GHC, Chamber, etc. - **but stay in our lane as the community's development corporation.**
- **Help grow educational footprint** *(as with USMH, HCC, MSOM)*
- **Help grow sporting or entertainment facilities in our community through MSE** *to increase tourism and improve quality of life (Meritus Park)*
- **Look for opportunities to assist in infrastructure development** that will help our economy and business attraction efforts *(like the short-term loan we gave Boonsboro with their water system)*

# WHAT DO YOU THINK?



**What are the areas CHIEF or MSE should focus on in the coming years?**





# Executive Director's Report

**GHC Forum & Committees**  
(see meeting packet for status updates)



## GHC Forum & Committee Chairs:

- **Alan Mullendore – Education Forum**

- Meets 2<sup>nd</sup> Thursday of every other month, GHC Office w/ Zoom option
- **Next meeting: Thursday, November 13<sup>th</sup>, 8:00 a.m. – Hybrid**
- Collaborates with schools, colleges, and workforce organizations to strengthen education and employment opportunities in the Greater Hagerstown area.

- **Brad Fulton – Transportation Forum**

- *Usually* Meets 3<sup>rd</sup> Monday of month or as needed, GHC Office or Zoom
- **Next meeting: Monday, October 20<sup>th</sup>, 8:00 a.m. – Hybrid (tentative)**
- Reviews and advises on regional transportation plans to address growth, traffic, environmental concerns, and economic development.

## GHC Forum & Committee Chairs:

- **Steven Stitely – Vision Forum**

- Meets 4<sup>th</sup> Wednesday of each month, GHC Office or ZOOM
- **Next meeting: Wednesday, October 22<sup>nd</sup>, 8:00 a.m. – Hybrid**
- Serves as GHC's think tank, developing long-term goals and fostering collaborative efforts to shape the future of the region.

- **Julie Rohm – Downtown Enhancement Committee**

- Meets 3<sup>rd</sup> Wednesday of month, GHC Office or Zoom
- **Next meeting: Wednesday, October 15<sup>th</sup>, 8:00 a.m. – Hybrid**
- Works to revitalize downtown areas by promoting housing diversity, industry hubs, and catalytic development projects.

GHC Monthly Meeting September 2025

# GHC Prospective Members

Do you know someone who would be a valuable addition to GHC?

Contact Membership Committee Chair  
Michael Weiss at [mweiss6252@gmail.com](mailto:mweiss6252@gmail.com)

**GHC** A Center for GROWTH & PROGRESS

## Prospective Members

Please provide contact information for two or more people that would be a valuable addition to GHC.

1. Name \_\_\_\_\_  
Position/Title \_\_\_\_\_ Company \_\_\_\_\_  
Email \_\_\_\_\_ Phone \_\_\_\_\_

2. Name \_\_\_\_\_  
Position/Title \_\_\_\_\_ Company \_\_\_\_\_  
Email \_\_\_\_\_ Phone \_\_\_\_\_

YOUR Name: \_\_\_\_\_  
Best way to contact YOU: \_\_\_\_\_



# Adjourned

