

CITY OF MARTINSBURG  
OFFICE OF THE MAYOR  
232 NORTH QUEEN STREET · P.O. BOX 828  
MARTINSBURG, WEST VIRGINIA 25402  
PHONE (304) 264-2140



May 27, 2014

West Virginia Municipal Home Rule Board  
West Virginia Home Rule Pilot Program  
State Capitol Complex, Building 6, Room 553  
Charleston, WV 25305

RE: Application of the City Of Martinsburg  
West Virginia Municipal Home Rule Pilot Program Phase II

Ladies and Gentlemen:

It is my honor to submit to you the enclosed Application of the City of Martinsburg to the WV Municipal Home Rule Pilot Program Phase II. The City of Martinsburg is a vibrant community constantly seeking to better its economic success and the lives of its citizens. The enclosed Application details the steps the City of Martinsburg will take once granted municipal home rule to provide its code enforcement officials on-the-spot citation power, allow for the issuance of liens on property for amounts expended by the City eliminating eyesores on such property, provide for expedient contracting with other jurisdictions, permit liens to be placed on property for delinquent fees owed the City, dispose of City property without auction, purchase tax liens on delinquent properties, grant inspection and citation powers to fire marshals, provide City officials with greater regulatory control over private clubs, and enact a sales tax and reduce the City's B&O tax.

Each of the City's proposed actions will allow the City to carry out its duties in a more cost effective, efficient, and timely manner and foster economic success, allowing the City to better support and contribute to the economic progress of the State of West Virginia. Municipal self-governance will allow the City of Martinsburg to better help itself function as an autonomous municipality while also maintaining mutually beneficial relationships with nearby jurisdictions.

On behalf of the Martinsburg City Council, I respectfully request that you accept this Application of the City of Martinsburg and select the City of Martinsburg for participation in the West Virginia Municipal Home Rule Pilot Program Phase II.

Very truly yours,

A handwritten signature in cursive script that reads "George Karos".

George Karos  
Mayor

GK/djd

Cc: City Council  
Mark S. Baldwin, City Manager

Enclosure



WV Municipal Home Rule Pilot Program Phase II

# APPLICATION OF THE CITY OF MARTINSBURG



*Made Available to the Public - March 25, 2014*  
*Submitted to the WV Municipal Home Rule Board - June 1, 2014*



## Municipal Home Rule Pilot Program Phase II

### APPLICATION CHECKLIST CITY OF MARTINSBURG

<b>SECTION I: APPLICANT INFORMATION</b>	
Page No.	
4	General Information
4	Municipal Classification
1-3	Specific Issue(s) to be Addressed
4	Issue(s) Category: Tax/Organization/Administrative/Personnel/Other

<b>SECTION II: NARRATIVE</b>	
Page No.	
6-12	Specific state laws, policies, acts, resolutions, rules or regulations that are preventing the municipality to carry out duties in the most cost effective, efficient, and timely manner.
6-12	Specific problem(s) created by the laws, policies, acts, resolutions, rules or regulations.
6-12	Proposed solution(s) to the perceived problem(s), including all proposed changes to law, policies, acts, resolutions, rules or regulations. Categorize and include: <ul style="list-style-type: none"> <li>1) Proposed solution(s) in one of the five areas (tax/administrative/organization/personnel/other)</li> <li>2) If revenue related, estimate(s) for proposed solution(s) and how the fiscal impact was determined. Example: Estimated reduction of administrative time and costs = X. Please attach the worksheet or formula used to determine "X" amount.</li> </ul>

<b>SECTION III: AFFIDAVITS</b>	
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# The City of Martinsburg, West Virginia

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16	Fiscal Impact Worksheets/Formulas (if revenue related)
17	Attorney Opinion (application complies with statutory requirements)
18	State of West Virginia Fees Statement (none outstanding)



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Ordinance Authorizing Submission of Plan

Fiscal Impact Worksheets/Formulas (if revenue related)/Feasibility Study (if taxes are proposed)

Attorney Opinion (application complies with statutory requirements)

State of West Virginia Fees Statement (none outstanding)

2013 Development Strategy by Garner Economics.....Appendix A



## Executive Summary

The City of Martinsburg is a Class II city located in Berkeley County in the Eastern Panhandle of West Virginia. Martinsburg is the regional hub for Jefferson, Berkeley and Morgan Counties.

The Mayor and City Council of the City of Martinsburg continuously look for ways to ensure Martinsburg's leadership in both the Eastern Panhandle and the tri-state region. In 2013, the City of Martinsburg contracted with Garner Economics LLC to develop an economic development strategy. As part of that agreement, Garner Economics LLC prepared a report dated December 10, 2013 (a copy of the report is attached hereto). As part of the report, entitled "Rebirth, Renewal & Reinvention: A Transformational Economic Development Strategy for the City of Martinsburg, WV," Garner Economics LLC recommended that the City of Martinsburg make application for municipal home rule in order to implement some of its strategic recommendations. Many of those recommendations are included within this application for home rule.

A. Grant of authority to Martinsburg City Code Enforcement Officials to immediately issue citations for external sanitation violations and common nuisances.

The City will enact an ordinance providing its code enforcement officers the authority to issue "on the spot" citations for certain violations. This citation power will extend to sanitation, drainage, sidewalks in disrepair, high weeds, grass, or both, graffiti, exterior garbage accumulation, open storage in residential districts, and nonresident recreational vehicles. These citations may be issued to the owner, lessee, sublessee, tenant, occupant, or agent or manager thereof, presently having control over the property in question.

B. Liens for Actions Taken in Regard to Eyesores and Dilapidated Buildings.

The City will enact an ordinance permitting it to, after due notice, repair, alter, or demolish property, mow overgrown grass, and collect unlawful accumulations of garbage and rubbish and, without court approval, place a lien on the property for the amount expended by the City in taking such action.

C. Contracts between Martinsburg and Other Jurisdictions.

The City will no longer be subject to the requirement set forth in W.Va. Code § 8-11-3(10) that it enact ordinances to enter into contracts with other jurisdictions, but rather will have the ability to contract with another jurisdiction via resolution, saving time expended by going through the process of enacting an ordinance and expediting receipt by the City of the services or agreement obtained through such contract.



E. Delinquent Fees Collection.

The City will pass an ordinance permitting it to issue liens for various categories of delinquent city fees, allowing it to collect funds owed to the City by property owners. This ordinance will potentially tie into the ability of City officials to issue citations for certain violations as contemplated in Section A, above, and to take action in regard to eyesores and dilapidated buildings, as contemplated in Section B, above, providing a greater likelihood of receiving compensation for taking action to address such detrimental issues.

F. Disposition of City Property Without Auction.

The City will enact an ordinance: 1) allowing the sale of real and personal property by the City at fair market value to private purchasers without auction in such a manner that promotes economic development or provides a service for the public good, 2) allowing the lease of real and personal property by the City to private lessees for less than fair market value if the private lessees will use the property in such a manner that promotes economic development or provides a service for the public good, 3) allowing the sale of real and personal property by the City at less than fair market value to nonprofit purchasers without auction, and 4) allowing the lease of real and personal property by the City at less than fair market value to nonprofit lessees.

G. Purchasing Tax Liens on Properties Subject to Delinquent Property Taxes; Right of Redemption by the City.

The City will enact an ordinance: 1) allowing the purchase by the City of tax liens for property within the City of Martinsburg, 2) providing that, for properties on which the City of Martinsburg has placed liens for municipal services or payment due for corrective actions for code violations, the City, subject to any right of the property owner to redeem, be allowed to redeem the subject property, and, if the property is not redeemed by the owner or any other party who has a right to redeem, that the Auditor of the State of West Virginia convey the subject property to the City of Martinsburg, upon payment of the amount required under W. Va. Code § 11A-3-23.

H. Fire Marshals.

The City will enact an ordinance providing its fire marshals with the ability to both inspect and also issue citations for fire code violations.

I. Ability for the City of Martinsburg to exercise the same authority as the ABCA.

The City will enact ordinances allowing it to better regulate private clubs by, for example, regulating the hours in which alcohol may be served in private clubs and granting to its police force authority identical to that of the ABCA, in order to, among other actions, conduct stings regarding underage drinking in private clubs.



J. Sales Tax.

The City proposes to reduce its B&O tax on wholesalers and retailers by ten percent and eliminate the B&O tax on amusement businesses, while imposing a one percent sales tax on all taxable sales under the West Virginia Code. This proposal will generate an estimated additional \$2.4 million in revenue to the City. While other scenarios incorporating a greater reduction in B&O tax could potentially generate greater revenue for the City, this proposal allows the City to proceed cautiously by reducing or eliminating a few categories of B&O tax. If the City, as expected, sees substantially increased revenues, it can look in the future at further reducing the B&O tax on various categories.



## Municipal Home Rule Pilot Program Phase II APPLICATION

### Section I: Applicant Information

<b>A. General Information</b>	
Name of Municipality: City of Martinsburg, West Virginia	
Certifying Official: George Karos	Title: Mayor
Contact Person: Mark Baldwin	Title: City Manager
Address: 232 North Queen Street	
City, State, Zip: Martinsburg, West Virginia 25401	
Telephone Number: 304-264-2131	Fax Number: 304-264-2136
E-Mail Address: markbaldwin17@aol.com	
2010 Census Population: 17,513	
<b>B. Municipal Classification</b>	
<input type="checkbox"/> Class 1 <input checked="" type="checkbox"/> Class II <input type="checkbox"/> Class III <input type="checkbox"/> Class IV	
<b>C. Category of Issues to be Addressed (please attach descriptions for applicable categories)</b>	
<input checked="" type="checkbox"/> Tax <input type="checkbox"/> Organization <input checked="" type="checkbox"/> Administration <input type="checkbox"/> Personnel <input type="checkbox"/> Other	

### Section II: Narrative

See page 5

### Section III: Affidavits

See page 13



## **Section II: Narrative**

### **Introduction**

At the heart of Berkeley County lies its county seat, the City of Martinsburg. This vibrant city offers the very best of modern living, while respecting its historic past. Recognized as the fastest growing city in the state, Martinsburg is not only a great place to live, but also a great place to do business.

Through several downtown revitalization projects, the expansion of interstate-related commerce, economic development initiatives, transportation projects, and infrastructure modernization efforts, Martinsburg's leadership continually demonstrates its dedication to fostering community and economic development. This dedication continues to attract businesses, bring more jobs to the City and increase access to products and services. By building a strong economic foundation, Martinsburg continues to be a place that local residents love to call home.

Residents enjoy a wide variety of recreation, entertainment, and shopping opportunities, while benefiting from the city's close proximity to the major metropolitan areas of Washington, D.C. and Baltimore, Maryland. From annual festivals to numerous cultural events, recreation, and performing arts venues, Martinsburg truly offers something for everyone.

#### **Mayor:**

George Karos

#### **City Council:**

Gregg Wachtel – Councilmember at Large  
Donald Anderson – Councilmember at Large  
Dennis J. Etherington – Councilmember, Ward 1  
Kevin Knowles – Councilmember, Ward 2  
Max Parkinson – Councilmember, Ward 3  
Roger Lewis – Councilmember, Ward 4  
Jason W. Baker – Councilmember, Ward 5

**City Manager:** Mark S. Baldwin



## Specific Problems and Solutions to be addressed by Martinsburg's Home Rule Plan

### A. Grant of authority to Martinsburg City Code Enforcement Officials to immediately issue citations for external sanitation violations and common nuisances.

1. Problem: Presently, City code enforcement officials are unable to issue citations "on the spot" for external sanitation violations and common nuisances, but rather are required to send preliminary notices and provide an opportunity to respond. This requires additional manpower and the lack of immediate citation power results in decreased compliance by property owners.
2. Authority: W.Va. Code § 8-12-16 allows municipalities to adopt ordinances regulating the repair, closing, demolition, etc. of dwellings or buildings unfit for human habitation. Additionally, municipalities may adopt ordinances requiring the owner of any such dwelling or building to pay for the costs of repairs, alterations, improvements, demolition, etc. The municipality then may file a lien against the real property for the costs incurred by the municipality, and file a civil action for such costs and reasonable attorneys' fees.

Additionally, W.Va. Code § 8-12-5(23) vests municipalities with the authority to, by ordinance or resolution, provide for the elimination of hazards to public health and safety and abate or cause to be abated anything which a majority of the governing body finds to be a public nuisance, but does not provide authority for granting citation powers to code enforcement officials.

3. Solution: The City will enact an ordinance providing its code enforcement officers the authority to issue "on the spot" citations for certain violations. This citation power will extend to sanitation, drainage, sidewalks in disrepair, high weeds, grass, or both, graffiti, exterior garbage accumulation, open storage in residential districts, and nonresident recreational vehicles. These citations may be issued to the owner, lessee, sublessee, tenant, occupant, or agent or manager thereof, presently having control over the property in question, and an opportunity to respond will be afforded to the cited party by contesting the citation in municipal court.
4. Other Notes: H.B. 4461, H.D., 2012 Reg. Sess. (W.Va. 2012) was intended to provide a citation process for municipalities to address certain external sanitation and common nuisance violations but never came to a vote.

Charleston has provided similar authority to its code enforcement officers and reports faster compliance with external sanitation violations and common nuisances. *See Special Report: Municipal Home Rule Pilot Program*, pg. 12. Of sixty-three citations issued, two were appealed to Municipal Court.



## The City of Martinsburg, West Virginia

Presently, Martinsburg, W.Va., Code § 1101.08(a) vests responsibility for any nuisance maintained or harbored on property with any person having control over such property, whether he be the owner, lessee, sublessee, tenant, occupant, or agent or manager in charge for such owner, lessee, sublessee, tenant, or occupant thereof.

### B. Liens for Actions Taken in Regard to Eyesores and Dilapidated Buildings.

1. **Problem:** The City has the ability to repair, alter, or demolish property and/or mow overgrown grass, but is limited to sending a bill to the property owner to attempt to recoup the money expended taking such action, leaving such bills often unpaid.
2. **Authority:** W.Va. Code § 8-12-16 governs the adoption of ordinances regulating the repair, closing, demolition, etc., of dwellings or buildings unfit for human habitation. It allows every municipality to file a lien against real property for an amount that reflects all costs incurred by the municipality for repairing, altering, improving, closing, demolishing, etc. but requires that a lawsuit be filed in order to obtain such lien.

Additionally, W.Va. Code § 8-12-5(23) vests municipalities with the authority to, by ordinance or resolution, provide for the elimination of hazards to public health and safety and abate or cause to be abated anything which a majority of the governing body finds to be a public nuisance, but does not provide any authority for filing liens against property for fees incurred in removing such hazards or nuisances.

3. **Solution:** The City may, after due notice, repair, alter, or demolish property, mow overgrown grass, and collect unlawful accumulations of garbage and rubbish, and, without court approval, place a lien on the property for the amount expended by the City in taking such action.
4. Wheeling has reported the issuance of several dozen liens for property maintenance, such as mowing lawns. *See* Special Report: Municipal Home Rule Pilot Program, pp. 12-14.

### C. Contracts between Martinsburg and Other Jurisdictions.

1. **Problem:** If the City of Martinsburg wishes to contract with another jurisdiction, it must go through the process of enacting an ordinance, requiring several readings of a proposed ordinance at Council meetings and delaying the entry into such contract by several weeks.



2. Authority: W.Va. Code § 8-11-3(10) indicates that, except where otherwise provided by code, actions of a municipality in providing for a contractual or other agreement with another jurisdiction shall be by ordinance.
3. Solution: The City would no longer be subject to the requirement set forth in W.Va. Code § 8-11-3(10) that it enact ordinances to enter into contracts with other jurisdiction, but rather may contract with another jurisdiction via resolution, saving time expended by going through the process of enacting an ordinance and expediting receipt by the City of the services or agreement obtained through such contract.
4. Other Notes: By H.B. 4312, H.D., 2012 Reg. Sess. (2012), the House attempted to pass a bill amending W.Va. Code § 8-11-3 by removing subsection 10, but the bill appears to have died in the Judiciary Committee. Charleston reports that, as a result of its proposal to allow contracts with other jurisdictions via resolution, thirty-five contracts have been approved at least two weeks faster than would have otherwise occurred. See Special Report: Municipal Home Rule Pilot Program, pg. 13.

#### D. Delinquent Fees Collection.

1. Problem: While the City of Martinsburg may presently issue liens for delinquent Police, Fire, and Street fees, it is unable to issue liens for various other City fees.
2. Authority: W.Va. Code § 8-13-13(a) allows a municipality which furnishes any essential or special municipal service, including, but not limited to, police and fire protection, parking facilities on the streets or otherwise, parks and recreational facilities, street cleaning, street lighting, street maintenance and improvement, sewerage and sewage disposal, and the collection and disposal of garbage, refuse, waste, ashes, trash and any other similar matter, to provide by ordinance the installation, continuation, maintenance, etc. or the service, regulate such service, and impose reasonable rates, fees and charges.

However, subsections (c) and (d) provide that such municipality may only file liens on real property located within the municipal corporate limits for unpaid and delinquent fire, police or street fees. Specifically, W.Va. Code § 8-13-13(d) provides that the municipality "shall not" have a lien on any property as security for payments due unless such payments relate to fire, police, or street fees.

3. Solution: The City will pass an ordinance permitting it to issue liens for various categories of delinquent city fees, allowing it to collect funds owed to the City by property owners. This ordinance will potentially tie into the ability of City officials to issue citations for certain violations as contemplated in Section A, above, and to take action in regard to eyesores and dilapidated buildings, as



## The City of Martinsburg, West Virginia

contemplated in Section B, above, providing a greater likelihood of receiving compensation for taking action to address such detrimental issues.

4. Other Notes: Charleston, Huntington, and Wheeling reported that implementation of the authority to issue liens for delinquent city fees provided collection of significant amounts of delinquent fees and increased compliance with payment of fees assessed.

### E. Disposition of City Property Without Auction.

1. Problem: Presently, the City may only sell property by auction for fair and adequate consideration, and only lease property for fair and adequate consideration. The inability to sell property without auction or to lease property with less than "fair and adequate consideration" prevents the City from entering into transactions that could fill vacant buildings, attract businesses, provide revenue, and encourage the use of City properties, whether it be by private sale to an interested party, by lease for less than fair market value to a private entity attempting to develop business in the area, or by lease to a nonprofit providing a service for the public good.
2. Authority: Under W.Va. Code § 8-12-18, except in limited circumstances involving sales to the United States, or a state or instrumentality thereof, municipalities may only sell their real or personal property for fair and adequate consideration at public auction with sufficient legal advertisement. Similarly, municipalities may lease real or personal property, but only for fair and adequate consideration by resolution of the municipality's governing body.
3. Solution: The City will pass an ordinance: 1) allowing the sale of real and personal property by the City at fair market value to private purchasers without auction in such a manner that promotes economic development or provides a service for the public good, 2) allowing the lease of real and personal property by the City to private lessees for less than fair market value if the private lessees will use the property in such a manner that promotes economic development or provides a service for the public good, 3) allowing the sale of real and personal property by the City at less than fair market value to nonprofit purchasers without auction, and 4) allowing the lease of real and personal property by the City at less than fair market value to nonprofit lessees.
4. Other Notes: Charleston reported that the ability to dispose of its property without auction allowed it to directly sell a plot of connecting land to a Kroger store providing the opportunity for a \$9.6 million expansion. Similarly, the ability for the City to sell or lease property when approached by interested buyers or lessees without subjecting the City or prospective purchasers/lessees to the



## The City of Martinsburg, West Virginia

risks inherent to a public auction will provide greater opportunity for economic growth within the City and help to minimize vacant properties.

### F. Purchasing Tax Liens on Properties Subject to Delinquent Property Taxes; Right of Redemption by the City.

1. **Problem:** Many properties within the Municipal Boundaries that are habitually dilapidated or in violation of municipal and building codes are also subject to delinquent tax liens that are sold pursuant to West Virginia Code § 11A-3-1 *et seq.* Many times the purchasers of these tax liens will allow the violations and dilapidated conditions to continue to exist, and many times will continue to allow the property taxes to go delinquent multiple times without correcting the problems. Also, on properties on which the City has been required to take corrective actions or for which the owners owe delinquent fees, the associated liens filed by the City are subject to foreclosure under West Virginia Code § 11A-3-1 *et seq.*, eliminating an opportunity for the City to obtain payment of funds due under those liens.
2. **Authority:** Under W.Va. Code §11A-3-56(b), “[a]ny person who, by reason of the fact that no provision is made for partial redemption of the tax lien on real estate purchased by an individual, is compelled in order to protect himself to redeem the tax lien on all of such real estate when it belongs, in whole or in part, to some other person, shall have a lien on the interest of such other person for the amount paid to redeem such interest.”
3. **Solution:** The City will pass an ordinance: 1) allowing the purchase by the City of tax liens for property within the City of Martinsburg, 2) providing that, for properties on which the City of Martinsburg has placed liens for municipal services or payment due for corrective actions for code violations, the City, subject to any right of the property owner to redeem, be allowed to redeem the subject property, and, if the property is not redeemed by the owner or any other party who has a right to redeem, that the Auditor of the State of West Virginia convey the subject property to the City of Martinsburg, upon payment of the amount required under W. Va. Code § 11A-3-23.
4. **Other Notes:** This will allow the City of Martinsburg to recover amounts expended by the City for services and corrective actions, and allow the City to convert these otherwise nonproductive properties into assets of the City that can be used for development.

### F. Fire Marshals.

1. **Problem:** Previously, fire marshals were deputized by the State Fire Marshal to inspect potential issues and issue citations. The State Fire Marshal has



## The City of Martinsburg, West Virginia

discontinued training and deputizing City fire marshals, and the City needs a means to provide its fire marshals with inspection and citation authority.

2. Authority: Title 87 of the West Virginia Code of State Regulations provides authority for the State Fire Marshal and his deputies to inspect potential violations and order that they be corrected. However, our fire marshals no longer fall under its purview. W.Va. Code § 8-12-15 allows the City to provide, by ordinance, for the entrance and inspection of private premises to aid in the enforcement of state law or municipal ordinances.
3. Solution: The City will enact an ordinance providing its fire marshals with the ability to both inspect and also issue citations for fire code violations.

### G. Ability for the City of Martinsburg to exercise the same authority as the ABCA.

1. Problem: The City of Martinsburg essentially has the same authority over bars as it would over any other private dwelling. Conversely, as a requirement of the bars' licensure, the ABCA has considerably greater authority, including, for example, the ability to run stings to determine whether underage patrons are being served. The City wishes to be able to act with the same authority as the ABCA, and not be precluded by the ABCA from taking action regulating aspects of private clubs. The City wishes to regulate other aspects of the operation of private clubs, such as the hours in which bars may serve alcohol and the location in which bars may operate.
2. Authority: W. Va. Code St. R. § 175-2-4 governs the operation of private clubs, regulating the hours of operation and of sale of alcoholic beverages and requiring a licensee to, at reasonable times, permit the immediate inspection of licensed premises by the Commissioner to ensure that the laws and rules of the State of West Virginia are enforced. Much like any private establishment, the City Police have no right of inspection or right of entry without probable cause.
3. Solution: The City will enact ordinances exercising authority similar to that of the ABCA, such as regulating the hours in which alcohol may be served in such establishments and granting to its police force authority to, among other actions, conduct stings regarding underage drinking in private clubs.

### H. Sales Tax.

1. Problem: Presently, if the City wishes to enact a sales tax, it must completely eliminate its municipal business and occupation ("B&O") tax. Complete elimination of the B&O tax would cripple the City's budget. However, the ability to lower its B&O tax by a reasonable amount while enacting a sales tax provides both the City with an additional revenue source and a break for certain businesses.



## The City of Martinsburg, West Virginia

2. Authority: W.Va. Code § 8-13C-1 *et seq* contemplates the imposition of a sales tax by municipalities either for pension relief or as an “alternative municipal sales tax” at a rate not to exceed one percent. However, a municipality may only impose such a sales tax if it completely eliminates its B&O tax. W.Va. Code § 8-13C-4(b). Under W.Va. Code § 8-1-5a(k)(6), municipalities participating in the Municipal Home Rule Pilot Program do not have the authority to pass an ordinance under Home Rule pertaining to taxation, except that a participating municipality may enact a municipal sales tax up to one percent if it *reduces or eliminates* its municipal B&O tax.
3. Solution: The City proposes to reduce its B&O tax on wholesalers and retailers by ten percent and eliminate the B&O tax on amusement businesses, while imposing a one percent sales tax on all taxable sales under the West Virginia Code. This proposal will generate an estimated additional \$2.4 million in revenue to the City. While other scenarios incorporating a greater reduction in B&O tax could potentially generate greater revenue for the City, this proposal allows the City to proceed cautiously by reducing or eliminating a few categories of B&O tax. If the City, as expected, sees substantially increased revenues, it can look in the future at further reducing the B&O tax on various categories.

To the extent required by law, this plan shall terminate on or prior to the first day of July, 2019; however, all ordinances enacted under the provisions of this plan shall continue in full force and effect until repealed. Further, the City of Martinsburg will cooperate fully with any performance review conducted by the Joint Committee on Government and Finance and provide progress reports to the Home Rule Board as needed.

Each of the above-mentioned solutions will allow for sustained improvement to the City of Martinsburg. Participating in the Home Rule Pilot Program, Phase II, will allow the City of Martinsburg to carry out its duties in the most cost-effective, efficient, and timely manner, providing the opportunity to implement strategic development decisions set forth in its economic development plan and ensuring its leadership in the tri-state area by fostering community and economic growth.



HEARING MANDATE VERIFICATION

**AFFIDAVIT OF PUBLIC HEARING**

STATE OF West Virginia  
COUNTY OF Berkeley, TO-WIT:

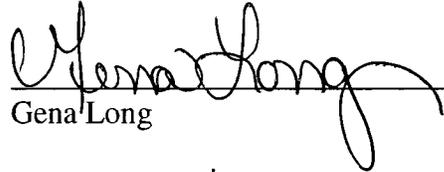
I, Gena Long, having been duly sworn, do hereby state as follows:

1. I am over 18 years of age and am employed by the City of Martinsburg as the City Recorder.

2. A copy of the City of Martinsburg's proposed Home Rule Plan, contained within its application to the WV Municipal Home Rule Pilot Program Phase II, was made available for public inspection at the Martinsburg City Hall, 232 North Queen Street, Martinsburg, West Virginia, each business day during regular business hours, beginning March 25, 2014, up to, and including, April 29, 2014.

3. A public hearing was properly noticed and held at the aforementioned Martinsburg City Hall on the City of Martinsburg's proposed Home Rule Plan on April 29, 2014.

Further Affiant sayeth not.

  
Gena Long

Taken, subscribed and sworn to before me this 27<sup>th</sup> day of May, 2014.

My commission expires: Sept. 15, 2023

  
Notary Public

[SEAL]





PUBLICATION MANDATE VERIFICATION

**NOTICE OF PUBLIC HEARING**  
**CITY OF MARTINSBURG PROPOSED HOME RULE PLAN**  
 A public hearing will be held on the proposed City of Martinsburg's Municipal Home Rule Plan pursuant to West Virginia section 33-1-5a(d) at a special meeting of the Council of

the City of Martinsburg to be held on Tuesday the 29th day of April 2014 at 6:30 p.m. in the Council Chambers at the Martinsburg City Hall, 232 North Queen Street, Martinsburg, West Virginia and at such hearing all objections and suggestions shall be heard by the Council and it shall then take such actions as it shall deem proper concerning the City of Martinsburg's Home Rule Plan and any subsequent application to the West Virginia Municipal Home Rule Board. A copy of the City of Martinsburg's Municipal Home Rule Plan are available for review at the Martinsburg City Hall, 232 North Queen Street, Martinsburg, West Virginia.  
 Dated: March 25, 2014  
 /s/ Gene Long, Recorder  
 328/241-1111 (12)

**Certificate of Publication**

This is to certify the annexed advertisement

**BOWLES RICE  
 NOTICE**

appeared for 2 consecutive days/weeks in The Journal Publishing Company, a newspaper in the City of Martinsburg, WV in it's issue beginning:

3-28-14 and ending

4-4-14

**The Journal  
 207 W. King Street  
 Martinsburg, WV 25401**

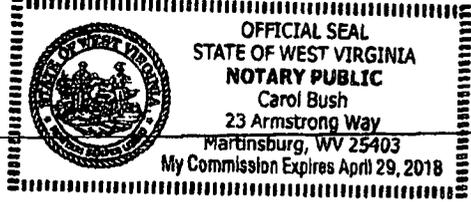
Fee (\$) 49.21

THE STATE OF WEST VIRGINIA  
 COUNTY OF BERKELEY

The foregoing instrument was acknowledged before me this 4th of April 2014 by Wanda Hillman

My commission expires Apr 29 2018

Carol Bush  
 Notary Public





ORDINANCE AUTHORIZING SUBMISSION OF PLAN

**ORDINANCE 2014 - 11**

**AN ORDINANCE AUTHORIZING THE MAYOR TO SUBMIT A HOME RULE PROPOSAL TO THE MUNICIPAL HOME RULE BOARD IN ACCORDANCE WITH WEST VIRGINIA CODE §8-1-5A**

Be it ordained by the City Council of The City Of Martinsburg West Virginia, that the Mayor is hereby authorized to submit the Home Rule Application to the Municipal Home Rule Board in accordance with West Virginia Code §8-1-5a in order for the City of Martinsburg to be included in the pilot program. A copy of said proposal is attached hereto

Be it further Ordained by the City Council of the City of Martinsburg that this Ordinance shall take effect upon the date of adoption.

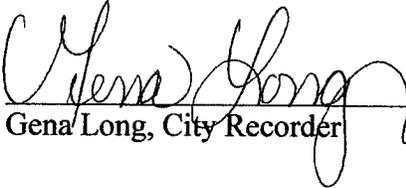
Introduced: May 08, 2014

Adopted: May 20, 2014

THE CITY OF MARTINSBURG, WEST VIRGINIA, a Municipal corporation

By:   
George Karos, Mayor

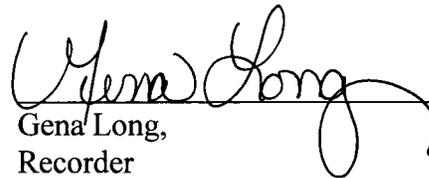
Attest:

  
Gena Long, City Recorder

CERTIFICATION

The undersigned Recorder of the City of Martinsburg, West Virginia, does hereby certify that the attached is a true, accurate and sealed copy of the Ordinance enacted by the City Council of the City of Martinsburg, West Virginia on May 20, 2014, authorizing submission of a Home Rule proposal to the Municipal Home Rule Board in accordance with West Virginia Code 8-15-5A.

Given under my hand this 21<sup>st</sup> day of May, 2014

  
Gena Long,  
Recorder



FISCAL IMPACT WORKSHEETS/FORMULAS/FEASIBILITY

# Fiscal Impact Worksheet/Formulas

B & O Tax Category	Tax Rate Per \$100	12/01/2010 -		12/01/2011 -		12/01/2012 -		B & O Tax Average	Adjustments (No Sales Tax)	B & O Tax Adjusted	Sales Tax @ 1%
		11/30/2011	11/30/2012	11/30/2012	11/30/2013						
Manufactured	0.30	\$ 44,562.88	\$ 39,146.59	\$ 37,441.81	\$ -	\$ 40,383.76	\$ (40,383.76)	\$ -	\$ -	\$ -	
Wholesalers	0.15	\$ 101,566.02	\$ 97,361.03	\$ 139,867.94	\$ -	\$ 112,931.66	\$ (112,931.66)	\$ -	\$ -	\$ -	
Retailers	0.50	\$ 2,372,991.13	\$ 2,386,548.18	\$ 2,475,015.26	\$ -	\$ 2,411,518.19	\$ (1,085,183.19)	\$ 1,326,335.00	\$ -	\$ 2,652,670.01	
Public Utilities	1.00-4.00	\$ 857,070.01	\$ 806,801.33	\$ 829,906.23	\$ -	\$ 831,259.19	\$ (831,259.19)	\$ -	\$ -	\$ -	
Contracting	2.00	\$ 951,506.26	\$ 815,350.72	\$ 835,014.30	\$ -	\$ 867,290.43	\$ (867,290.43)	\$ -	\$ -	\$ -	
Banking/Loan	1.00	\$ 329,753.37	\$ 310,362.53	\$ 341,155.76	\$ -	\$ 327,090.55	\$ (327,090.55)	\$ -	\$ -	\$ -	
Amusement Business	0.50	\$ 12,310.90	\$ 12,117.23	\$ 11,533.10	\$ -	\$ 11,987.08	\$ (3,596.12)	\$ 8,390.95	\$ -	\$ 16,781.91	
Service Business	1.00	\$ 1,769,399.99	\$ 1,549,064.53	\$ 1,527,013.70	\$ -	\$ 1,615,159.41	\$ (1,292,127.53)	\$ 323,031.88	\$ -	\$ 32,303.19	
Rental	1.00	\$ 514,330.76	\$ 518,502.82	\$ 563,869.14	\$ -	\$ 532,234.24	\$ (532,234.24)	\$ -	\$ -	\$ -	
Downtown Tax Credits		\$ (56,218.84)	\$ (43,667.96)	\$ (47,549.09)	\$ -	\$ (49,145.30)	\$ 49,145.30	\$ -	\$ -	\$ -	
New Business Tax Credits		\$ (23,980.05)	\$ (40,597.22)	\$ (49,606.21)	\$ -	\$ (38,061.16)	\$ 38,061.16	\$ -	\$ -	\$ -	
		\$ 6,873,292.43	\$ 6,450,989.78	\$ 6,663,661.94	\$ -	\$ 6,662,648.05	\$ -	\$ -	\$ -	\$ 2,701,755.10	

B & O Tax Category	Tax Rate Per \$100	B & O Tax Average		Reduction	B & O Tax Adjusted
		11/30/2011	11/30/2012		
Manufactured	0.30	\$ 40,383.76	\$ -	\$ -	\$ 40,383.76
Wholesalers	0.15	\$ 112,931.66	\$ -	\$ (11,293.17)	\$ 101,638.50
Retailers	0.50	\$ 2,411,518.19	\$ -	\$ (241,151.82)	\$ 2,170,366.37
Public Utilities	1.00-4.00	\$ 831,259.19	\$ -	\$ -	\$ 831,259.19
Contracting	2.00	\$ 867,290.43	\$ -	\$ -	\$ 867,290.43
Banking/Loan	1.00	\$ 327,090.55	\$ -	\$ -	\$ 327,090.55
Amusement Business	0.50	\$ 11,987.08	\$ -	\$ (11,987.08)	\$ -
Service Business	1.00	\$ 1,615,159.41	\$ -	\$ -	\$ 1,615,159.41
Rental	1.00	\$ 532,234.24	\$ -	\$ -	\$ 532,234.24
Downtown Tax Credits		\$ (49,145.30)	\$ -	\$ 2,457.26	\$ (46,688.03)
New Business Tax Credits		\$ (38,061.16)	\$ -	\$ 1,903.06	\$ (36,158.10)
		\$ 6,662,648.05	\$ -	\$ (260,071.74)	\$ 6,402,576.31

LESS: Current B & O Tax Revenue

\$ (6,662,648.05)

Additional Revenue

\$ 2,441,683.37



ATTORNEY OPINION

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Charleston, West Virginia 25301

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Morgantown, West Virginia 26505

511 7th Street  
Moundsville, West Virginia 26041

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Lexington, Kentucky 40507

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Winchester, Virginia 22601

May 27, 2014

West Virginia Municipal Home Rule Board  
West Virginia Home Rule Pilot Program  
State Capitol Complex, Building 6, Room 553  
Charleston, West Virginia 25305

Re: Application of the City of Martinsburg  
West Virginia Municipal Home Rule Pilot Program Phase II

Ladies and Gentlemen:

We have acted as counsel to the City of Martinsburg in connection with its application to the West Virginia Municipal Home Rule Pilot Program Phase II. For purposes of the opinions contained in this letter, we have examined West Virginia Code § 8-1-5a, the Municipal Home Rule Pilot Program Phase II Application Guidelines, as promulgated in July 2013, and the Municipal Home Rule Pilot Program Phase II Application of the City of Martinsburg (the "Application"). As to any facts relevant to our opinion which we did not independently establish, we have relied upon factual representations contained within the Application and documentation submitted contemporaneously therewith.

We find that the Application does not include proposals that will make changes to ordinances, acts, resolutions, rules, and regulations contrary to environmental laws, bidding on government construction and other contracts, the Freedom of Information Act, the Open Governmental Proceedings Act, wages for construction of public improvements, the provisions of West Virginia Code § 8-1-5a, the provisions of West Virginia Code § 8-12-5a, and the City of Martinsburg's written plan. Further, we find that the Application does not propose to pass any ordinance, act, resolution, rule, or regulation pertaining to the Constitution of the United States, the Constitution of the State of West Virginia, Federal law or crimes and punishment, Chapters 60A, 61, and 62 of the West Virginia Code or other state crimes and punishment, pensions or retirement plans, annexation, taxation, tax increment financing, extraction of natural resources, persons or property outside the boundaries of the municipality, marriage and divorce laws, or an occupation tax, fee, or assessment payable by a nonresident of a municipality, except to the extent that the Application proposes a municipal sales tax of up to one percent in connection with the reduction of the City of Martinsburg's Business and Occupation Tax, as permitted by West Virginia Code § 8-1-5a(k)(6).

May 27, 2014  
West Virginia Municipal Home Rule Board  
Page 2

Finally, as evidenced by the documentation enclosed with the Application, the City of Martinsburg made available a copy of the Application for public viewing and published thirty days' advance notice of a public hearing on the Application, conducted such a public hearing, and adopted an ordinance authorizing the City of Martinsburg to submit the Application. Further, as evidenced by the documentation enclosed with the Application, the City of Martinsburg is current in payment of all state fees.

Based upon the foregoing, we opine that the City of Martinsburg's Application for participation in the West Virginia Municipal Home Rule Pilot Program Phase II does not violate the provisions of West Virginia Code § 8-1-5a. This opinion is solely for the benefit of the Municipal Home Rule Board in connection with the Application of the City of Martinsburg to the WV Municipal Home Rule Pilot Program Phase II, and without our written consent, this opinion letter may not be used or relied upon by any other person for any purposes whatsoever.

Very truly yours,

Bowles Rice LLP





STATE OF WEST VIRGINIA FEES STATEMENT

NONE OUTSTANDING

**AFFIDAVIT**

STATE OF WEST VIRGINIA

COUNTY OF Berkeley, to-wit:

The Affiant, after being duly sworn, swears and affirms as follows:

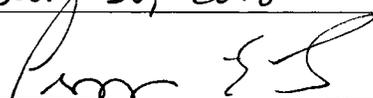
1. I, Mark B. Spickler, am the Finance Director for the City of Martinsburg.
  
2. As Finance Director I am familiar with all of the financial affairs for the City of Martinsburg.
  
3. I certify the City of Martinsburg is not delinquent or have outstanding any payment due the State of West Virginia.

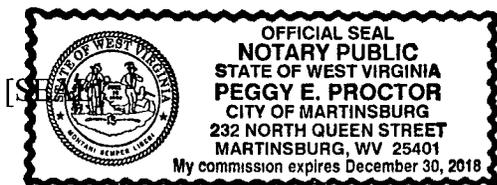
And further the affiant saith not.

  
\_\_\_\_\_  
**Mark B. Spickler**

Taken, sworn to and subscribed before me this 27 day of May, 2014.

My commission expires: December 30, 2018.

  
\_\_\_\_\_  
Notary Public





APPENDIX A

Rebirth, Renewal & Reinvention: A Transformational Economic Development Strategy for the  
City of Martinsburg, WV

**Garner**

**Economics LLC**

solutions that work

**Rebirth, Renewal & Reinvention:  
A Transformational Economic Development  
Strategy for the City of Martinsburg, WV**

Prepared for the Mayor, City Manager, and City Council of Martinsburg



715 Birkdale Drive | Atlanta, GA 30215 | p 770.716.9544 | f 770.719.8911

[www.garnereconomics.com](http://www.garnereconomics.com)



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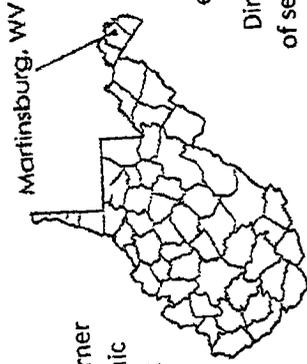
## CHAPTER 1: REBIRTH, RENEWAL, AND REINVENTION

### A SUMMARY OF THE COMPETITIVE REALITIES REPORT

In May 2013, the City of Martinsburg retained Garner Economics LLC of Atlanta to conduct an economic development strategy for the City. Recognizing that economic growth has slowed in the City, Martinsburg's leadership wanted to be more proactive in ensuring that the City builds on its geographic position and other assets to create economic opportunities for its citizens for years to come. The City sought assistance in developing a holistic economic strategy that will help Martinsburg leverage its historic legacy, architectural assets, geographic location, and existing concentrations of business and talent. Another goal is to create a framework for action that would demonstrate the City's role as a leader in economic activity.

Entitled, *Rebirth, Renewal, and Reinvention: A Transformational Economic Development Strategy for the City of Martinsburg*, this economic development strategy encourages Martinsburg to think and act boldly. The assessment of the City's current assets and challenges, along with pragmatic and realistic recommendations to improve Martinsburg's business climate and its economic service delivery provides leadership with a roadmap—and rationale—for taking new approaches. The recommendations take into account the pivotal change the City is anticipating with its application for home rule and the projected, continued growth in many of the industry sectors in which the City has strengths.

Some of the recommendations are far-reaching; others are focused tactics to augment what is already being done. Together, they provide a plan for Martinsburg to fully leverage economic



opportunities and exploit the City's assets to strengthen Martinsburg's competitive position as a place where high-quality companies, talent, and retail establishments want to locate and its employees want to live.

Directed by the Mayor, Council and City staff, the scope of services defined for this endeavor included:

- Analyzing the local economy;
  - Conducting an Assets and Challenges Assessment (A&C) of the City from the eyes of a site location consultant who facilitates investment decisions;
  - Recommending business targets suitable for the City based on objective research and analysis; and
  - Providing a set of implementable recommendations that the City can employ to enhance the economic well-being of the City.
- The strategy looks at ways to improve Martinsburg's competitive position—especially when considered in the context of changes and improvements being undertaken in cities proximate to Martinsburg in the Eastern Panhandle. The resulting recommendations focus on areas where the City can act as a catalyst to lead initiatives to improve its economic development service delivery or initiatives within which Martinsburg will encourage change and serve as key participant. Figure 1 illustrates the process to build the strategy is

**FIGURE 1: ECONOMIC DEVELOPMENT STRATEGIC PLANNING PROCESS**

**Phase I: Discovery**

Evaluate Martinsburg's competitive position from an economic development perspective

- Economic analysis
- Labor analysis
- Assets and Challenges Assessment (A&C)
- Cluster analysis/business target identification
- Retail analysis

**Solicit public input through focus groups, an electronic survey, and stakeholder interviews.**

**Phase II: Strategy**

Position Martinsburg to achieve success based on qualitative and quantitative analysis collected in Phase I

- Short- and long-term strategies (one-through five-year) including product improvement needs and industry targeting
- Business recruitment and marketing strategies
- Product improvement (community development) strategies based on sustaining and growing a competitive advantage

**Phase III: Implementation Recommendations**

Actionable items:

- Marketing and promotion (messaging to the targeted industry sectors)
- Small business and entrepreneurship recommendations for organizational recommendations for best practice service delivery in economic development for the City of Martinsburg
- Transformational recommendations related to making Martinsburg a better place to live, work, and play

**presentation of final report to an external audience**

**WHERE MARTINSBURG STANDS AS A LOCATION FOR BUSINESSES**

To assess Martinsburg's current state and future potential, Garner Economics engaged in a thorough "Discovery" phase to assess the City. The group did so from a site selection perspective, using the same criteria and measures that potential companies looking to invest or expand in Martinsburg would employ. Additionally, Martinsburg's economic position was compared against the two benchmark cities—Frederick, MD and Winchester, VA—in terms of demographic, labor, and economic indicators. Frederick and Winchester were selected by the City staff as those communities to benchmark Martinsburg against. Three primary vehicles were used

to make the assessment: an Asset and Challenges Assessment a Labor and Demographics and Economic Analysis, and research comprised of a series of focus groups and an electronic survey.

For this exercise, Garner Economics used data that can be verified and for which comparisons with other cities can be made at the level of detail preferred by most site selection professionals. Where appropriate and available, historical data is provided to show trends. From this analysis, a **Competitive Realities Report** was prepared for Martinsburg that provided an objective and subjective evaluation of the City from the eyes of a site location advisor. The **Competitive Realities Report** was provided to the City in October 2013.

### ASSETS AND CHALLENGES

To evaluate Martinsburg's competitive position, Garner Economics analyzed 66 community and regional factors that are commonly referenced and assessed by site location consultants. Ratings were identified by evaluating the City's position for each of the factors against the State of West Virginia, the United States, and in many instances, the benchmarked cities of Frederick, MD and Winchester, VA.

As Figure 2 indicates, Martinsburg offers a unique mix of assets for businesses that are contemplating relocation or expansion. The City has many assets to draw on in order to attract and retain companies; however, the City also faces several challenges. Of the 66 variables analyzed, 21 are considered an Asset and 25 a Challenge (20 rated as Neutral). Neutral (also considered normal or average) are not listed in this summary.

The combined number of Challenges and Neutral scores indicates that there are still many areas in which the City needs to mitigate its weaknesses. By understanding its assets and challenges from a location strategy perspective, Martinsburg will be better positioned to compete more effectively with other communities when it comes to attracting and retaining the types of companies it desires. This understanding will also enable the City to work strategically to resolve area challenges that are likely inhibitors to investment projects. The Challenges and Neutral scores highlight items that City leaders could pursue to further differentiate and enhance the economic vitality of Martinsburg.

The full analysis and commentary of Martinsburg's Assets and Challenges may be found in the *Competitive Realities Report* by contacting the City Manager's office.

#### REPORT DASHBOARD

-  Indicates the City is better (more positive) compared to a majority of the benchmark geographies or points to a positive trend or asset within the area.
-  Indicates the City is neutral, neither positive nor negative. Indicator may represent an observation or be in the middle of the benchmark geographies.
-  Indicates the City is worse compared to a majority of the benchmark geographies or points to a negative trend or challenge within the area.

FIGURE 2: ASSETS AND CHALLENGES

<p><b>Access to Markets</b></p> <ul style="list-style-type: none"> <li>Centrally located for major regional market</li> <li>Centrally located for national market</li> <li>Well-positioned to serve international markets</li> <li>Interstate highways</li> <li>Rail service</li> <li>Within 1 hour of commercial air passenger service</li> <li>General aviation airport capable of handling corporate aircraft</li> <li>Broadband speeds and availability</li> </ul>	<p><b>Port facilities (water or inland)</b></p> <ul style="list-style-type: none"> <li>Port facilities (water or inland)</li> </ul>
<p><b>Labor</b></p> <ul style="list-style-type: none"> <li>Cost of labor</li> <li>Quality of labor-management relations</li> <li>Availability of post-secondary vocational training</li> </ul>	<ul style="list-style-type: none"> <li>Availability of skilled industrial workers</li> <li>Availability of technicians and scientists</li> <li>Availability of managerial personnel</li> <li>Availability of engineering program</li> </ul>
<p><b>Access to Resources</b></p> <ul style="list-style-type: none"> <li>Availability of agricultural products for food processing</li> <li>Availability of minerals</li> <li>Cost of electricity for industrial and commercial use</li> </ul>	<ul style="list-style-type: none"> <li>Availability of manufacturing processes</li> <li>Availability of business and professional services</li> </ul>
<p><b>Local (City) Economic Development Program</b> <i>No relative assets</i></p>	<ul style="list-style-type: none"> <li>Adequate level of professional staff</li> <li>Local economic development organization has a strategic plan</li> <li>Level of leadership support of economic development program</li> <li>Level of cooperation between various organizations involved in economic development activity</li> <li>Level of awareness of community regarding economic development</li> <li>Level of funding for local economic development program</li> </ul>

*Assets and Challenges, continued*

Assets	
<p><b>Access to Space</b> <i>No relative assets</i></p>	<ul style="list-style-type: none"> <li>• Availability of fully served and attractive industrial sites or space</li> </ul>
<p><b>Access to Capital</b> <i>No relative assets</i></p>	<ul style="list-style-type: none"> <li>• Availability of low-interest loans for small business</li> <li>• Availability of venture capital from local sources for business startups</li> </ul>
<p><b>Government Impact on Business</b></p> <ul style="list-style-type: none"> <li>• Availability of adequate wastewater treatment capacity</li> <li>• Availability of adequate water capacity</li> <li>• Local property taxes</li> <li>• State and local sales tax</li> <li>• Personal income taxes</li> <li>• Unemployment insurance tax</li> </ul>	<ul style="list-style-type: none"> <li>• ACT or SAT Test scores</li> <li>• Business permitting procedures</li> </ul>
<p><b>Quality of Place</b></p> <ul style="list-style-type: none"> <li>• Availability of moderate-cost housing</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of executive-level housing</li> <li>• Availability of apartments and homes to rent</li> <li>• Level of crime</li> <li>• Level of cultural and recreational activity</li> <li>• Attractiveness of the physical environment</li> <li>• General appearance of the community</li> </ul>

**LABOR AND ECONOMIC TRENDS**

In addition to assessing Martinsburg through the criteria and measures employed by site selectors, work during Phase I examined Martinsburg's economic position against the two benchmark economies (Frederick, MD and Winchester, VA) in terms of demographic, labor, and economic indicators. As with the Assets and Challenges Assessment, Garner Economics used data that can

be verified and for which comparisons with other cities or regions can be made at the level of detail preferred by most site selection professionals. The most detailed demographics data, industry statistics, and comparative rankings were used because businesses considering the Martinsburg will do the same.

As the scorecards below indicate, Martinsburg has mixed results in terms of demographics, labor, and economics.

**Demographic & Labor Dynamics**



- Over the last decade, the total population of Martinsburg has increased 14.9 percent, or 428 more residents. The rate is above the nation, state, and Winchester VA.
- Over the 2007 - 2011 period, Martinsburg attracted 30.6 percent of its new residents from outside the state, a significantly higher proportion than was experienced in both of the benchmark communities, the state, and the nation.
- At 36.0 years, the median age in Martinsburg is lower than the state and nation, equal to Winchester, VA and above Frederick, MD.
- Residents under age five years comprise a larger relative proportion of Martinsburg's population, while age groups 10-14, 20-24, and 55-59 make up a smaller relative share.
- In 2011, Martinsburg had a violent crime rate above the nation, state, Winchester VA, and the average rate across all US cities with populations of 10,000 to 24,999.

**Demographic & Labor Dynamics, continued**

- 

In 2011, the property crime rate in Martinsburg was above both of the benchmark communities, the state, the nation, and the average rate across US cities with populations of 10,000 to 24,999. Crime stats are reported to the FBI. As it relates to property crime, some communities may report property crime differently.
- 

Educational attainment among Martinsburg's population is higher relative to the other geographies examined in the proportion who have completed 9th to 12th grade but no diploma, and lower in those who have attained an Associate's degree.
- 

At 19.5 percent, the percentages that have attained a Bachelor's, Graduate, or Professional degree is below both benchmark communities and the nation.
- 

At 20.7, Martinsburg's 2012 composite ACT total score is below both benchmark communities and the nation.
- 

In 2012, Martinsburg had 50 Associate's degree completions in STEM fields. Martinsburg's strongest STEM Associate's degree completions are in Computer Science, followed by Engineering and Life/Biological Sciences.
- 

Among new residents aged 25 and over, Martinsburg attracts a higher proportion of new residents whose highest level of educational attainment is High school graduate compared to the state, the nation, and both benchmark communities. The area attracts a lower relative proportion of new residents whose highest level of educational attainment is Graduate or professional degree.
- 

In 2011, 85.8 percent of employment in Martinsburg was from those living outside the area (in-commuters).
- 

Over the last five years, the number and proportion of workers who both live and work in Martinsburg has declined by 42 percent or 1,319 fewer workers. (Live & Work industry detail is limited to three major industry classes. This does not count in or out-commuters. In this dataset the Census Bureau assigns just one primary job to each worker - the single job that you spent the most time at over the year).
- 

The rate of private worker unionization observed for the Hagerstown-Martinsburg, MD-WV metro in 2012 was 3.1 percent; this is below the rates in the nation, state, and Washington-Arlington-Alexandria, DC-VA-MD-WV metro.

**Economic Dynamics**

-  In 2011, the average wage per job for Berkeley County equaled \$38,634. The figure is 25 percent below the nation, 0.4 percent above the state, and below both benchmark communities.
-  Over the last 10 years, the growth in the inflation-adjusted average wage per job in Berkeley County is 6.7 percent (\$1,899)—a rate below the state and both benchmark communities.
-  In 2011, Berkeley County's per capita income equaled \$31,696. The figure is 31.1 percent below the nation, 5.4 percent below the state, and below both benchmark communities.
-  Over the last 10 years, inflation-adjusted per capita income in Berkeley County has increased 2.4 percent, or \$583. The pace is below all examined geographies.
-  Compared to the nation, the state, and one benchmark community, Berkeley County has a greater share of income from earnings. The County has a smaller relative portion of income from investments relative to the other geographies examined.
-  Over the 2007-2011 period, 6.6 percent of workers in Martinsburg classified themselves as self-employed; the proportion is below the state, the nation, and both benchmark communities.
-  Median earnings for all self-employed in the City equaled \$30,321 between 2007-2011, below the nation and both benchmark communities.
-  Over the year 2012, total employment grew at an average annual rate of 5.1 percent in Berkeley County, well surpassing the pace of growth in the nation, the state, and both benchmark communities.
-  Over the last 6 years, Berkeley County experienced a peak annual growth rate of 7.7 percent, the highest pace of all geographies examined.
-  Berkeley County and the two benchmark communities share similar 2013 average unemployment rates, while rates in the state and nation are both higher.
-  Compared to the state, the nation, and both benchmark communities, Martinsburg has a higher relative proportion of total employment in five major industry sectors: *Wholesale Trade, Retail Trade, Information, Accommodation and Food Services, and Government*.
-  At 93.4, the 2012 Q2 - 2013 Q2 annual average composite Cost-of-Living Index score in the Hagerstown-Martinsburg MD-WV metro is below the nation and both benchmark metros.
-  Berkeley County households have high availability (access) to Wireline Broadband and satisfactory Broadband Speed levels.
-  An analysis of 11 major retail categories in Martinsburg shows supply exceeding demand in all categories. In aggregate, retail sales by local firms exceed local expected demand by 70.6 percent, strongly indicating that Martinsburg's retail sector serves a large market outside the area.

### Local Specialization, Competitiveness & Growth

Below are general observations from an in-depth analysis of industry sectors, occupational groups, and industry clusters in Martinsburg. This information is not benchmarked to the nation, state, or benchmark communities:

- ✓ Over the last five years, the largest absolute industry jobs gains in Martinsburg came from *Wholesale Trade*, up 521 jobs or 133 percent and *Government*, up 514 jobs or 10 percent. Other significant gains were made in *Healthcare & Social Assistance*.
- ✓ The greatest industry job losses have come from the *Manufacturing* sector, down 210 jobs or 25 percent. Also experiencing significant losses were *Professional, Scientific & Technical Services* (down 139 jobs or 13 percent) and *Construction* (down 92 or 14 percent).
- ✓ Martinsburg's industrial average earnings are below the national same-industry average in all major industries except *Government*, which is 19.2 percent higher.
- ✓ Over the last five years, the largest absolute occupational gains in Martinsburg came from *Sales & Related*, up 261 jobs or 10 percent. Other significant occupational gains were made in *Personal Care & Service* (up 256 jobs or 28 percent) and *Transportation & Material Moving* (up 160 jobs or 14 percent).
- ✓ The greatest occupational job losses have come from the *Architecture & Engineering* group, down 80 jobs or 39 percent. Other major significant losses came from *Construction & Extraction* (down 58 or 10 percent) and *Installation, Maintenance & Repair* (down 22 jobs or 3 percent).
- ✓ Nine occupational groups have earnings above the national same-occupation averages. In percentage terms, the most significant differences are *Military* (24.5 percent greater), *Healthcare Support* (13.1 percent greater), *Computer & Mathematical* (9.6 percent greater), and *Healthcare Practitioners & Technical* (6.6 percent greater).
- ✓ The *Healthcare* cluster is the largest single cluster in Martinsburg, followed closely by *Federal Government*. Both have experienced growth over the last five years, with the *Federal Government* cluster exhibiting a high degree of local specialization. *Printing & Publishing* also has a high degree of local specialization and has experienced recent growth.
- ✓ The *Healthcare* cluster experienced the greatest absolute job growth of any cluster, adding 476 jobs.
- ✓ A strong local competitive effect is exhibited by three of Martinsburg's clusters: *Healthcare, Printing & Publishing, and Federal Government*—meaning these clusters experienced local growth greater than what industry-wide trends would predict.
- ✓ Four of Martinsburg's major industry sectors exhibit high local specialization and have experienced growth over the last five years. The largest of these competitive sectors is *Government*, followed by *Healthcare & Social Assistance* and *Accommodation & Food Services*.
- ✓ A strong local competitive effect is exhibited by *Government* and *Wholesale* industry sectors. The *Healthcare & Social Assistance* sector exhibited growth mostly attributed to national industry-wide trends and lesser to a local competitive advantage.
- ✓ Over the last five years, eight occupational groups have experienced growth and exhibited high relative local specialization in Martinsburg. Among these, the *Protective Service* and *Computer & Mathematical* groups have the highest degree of local specialization

### WHAT STAKEHOLDERS THINK

To complement the data collection to determine Martinsburg's economic state, Garner Economics held six focus group sessions in July 2013 with City stakeholders to solicit their perceptions and opinions of Martinsburg's business climate.

A total of 75 people participated in the six groups. The focus groups were organized into the following categories: large employers, small- and medium-sized employers, downtown merchants, government officials and academia, and City Council members (City

Council members were divided into two groups to provide input). Invitations to participate in one of the focus groups were distributed by the City.

Additionally, an electronic survey based on the focus group questions and initial responses was distributed to a wider group of stakeholders from September 6-18, 2013. Ninety-three people completed the survey.

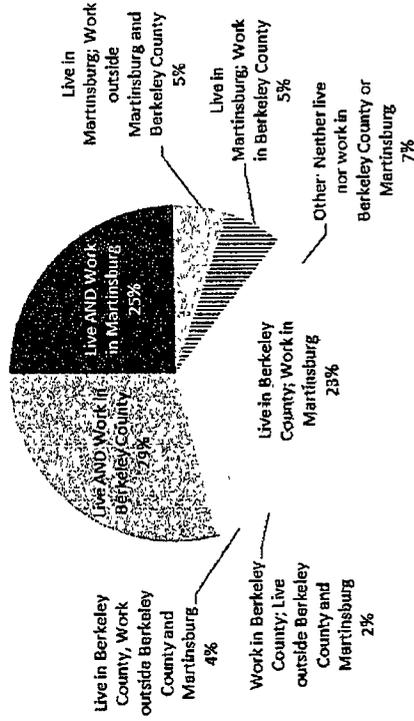
FIGURE 3: STAKEHOLDER AND PUBLIC INPUT SUMMARY



1. Solve homelessness, panhandling, drug activities, and other negative manifestations of a large transient population
2. Revitalize Downtown so that it is a regional destination for entertainment, arts, shopping, etc.
3. Create a Downtown that is irresistible to young, professional, mobile workers by incentivizing residential and retail development that would attract that demographic

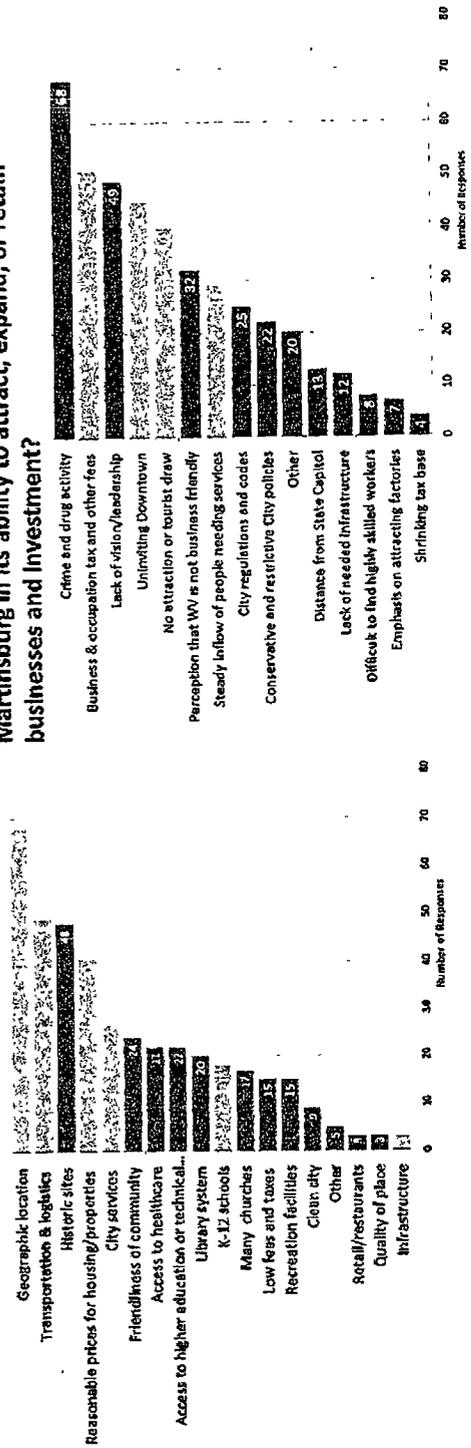
\* Respondents were asked to rank a list of choices

Survey Respondents:  
By Place of Residence and Employment

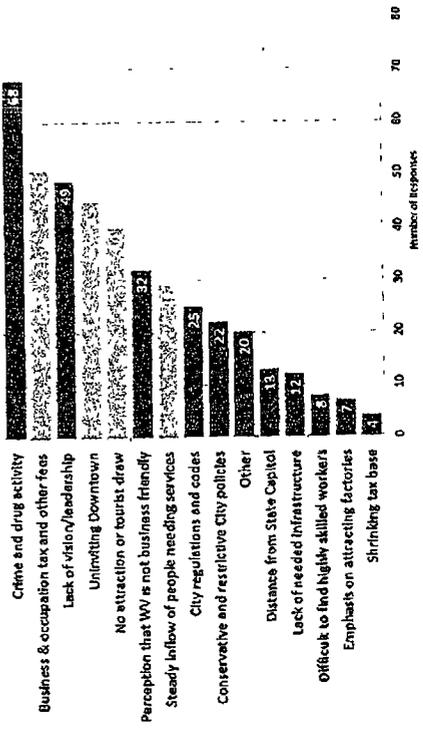


**FIGURE 3: STAKEHOLDER INPUT (CONTINUED)**

**What do you see as the City's strengths?**



**What do you think are some of the biggest obstacles that inhibit Martinsburg in its ability to attract, expand, or retain businesses and investment?**



☐ Top responses noted by focus group participants

**On a scale of 1-5 with 5 being "Strongly Agree," please rate the following statements describing Martinsburg:**

Statement	1	2	3	4	5
The business & occupation tax and other existing regulations make doing business in Martinsburg difficult.	3%	4%	29%	27%	37%
Crime, homelessness, and drug activity are forcing people to avoid Downtown.	5%	4%	12%	30%	48%
Compared to other cities in the three-state area, Martinsburg ranks among the top for starting and operating a business.	10%	23%	8%	0%	0%
The City of Martinsburg has been proactive in recruiting new business and supporting existing ones.	25%	25%	10%	2%	2%
Martinsburg has a progressive leadership with a vision for the City's future.	29%	29%	5%	4%	4%
The problems plaguing Martinsburg (e.g. transient population, homelessness, drug activity) are beyond the City's control.	10%	10%	12%	3%	3%
If Martinsburg were to develop a recreational or event destination, the City could attract visitors from across the region.	1%	6%	15%	58%	20%
If more highly skilled jobs were available in Martinsburg, residents would likely live and work in the City rather than commuting to another area for work.	0%	7%	13%	54%	26%

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

## CHAPTER 2: OPTIMAL BUSINESS TARGETS



The optimal industry target selection is based on the site-specific characteristics of the City of Martinsburg's economy. Using results from the previously completed *Competitive Realities Report*, the Assets and Challenges Assessment, focus groups, and field visits, four industry targets were chosen that best match the unique competitive advantages in the area to the needs of particular industry sectors. Special attention is given to industries in the midst of significant change or innovative transformation with the strong likelihood that there would be increased interest in adding or moving operational sites. Each sector selected has a record of above-average wages, projected positive growth, and participation in commercial activities that will create wealth in the City of Martinsburg, both in the short and long term.

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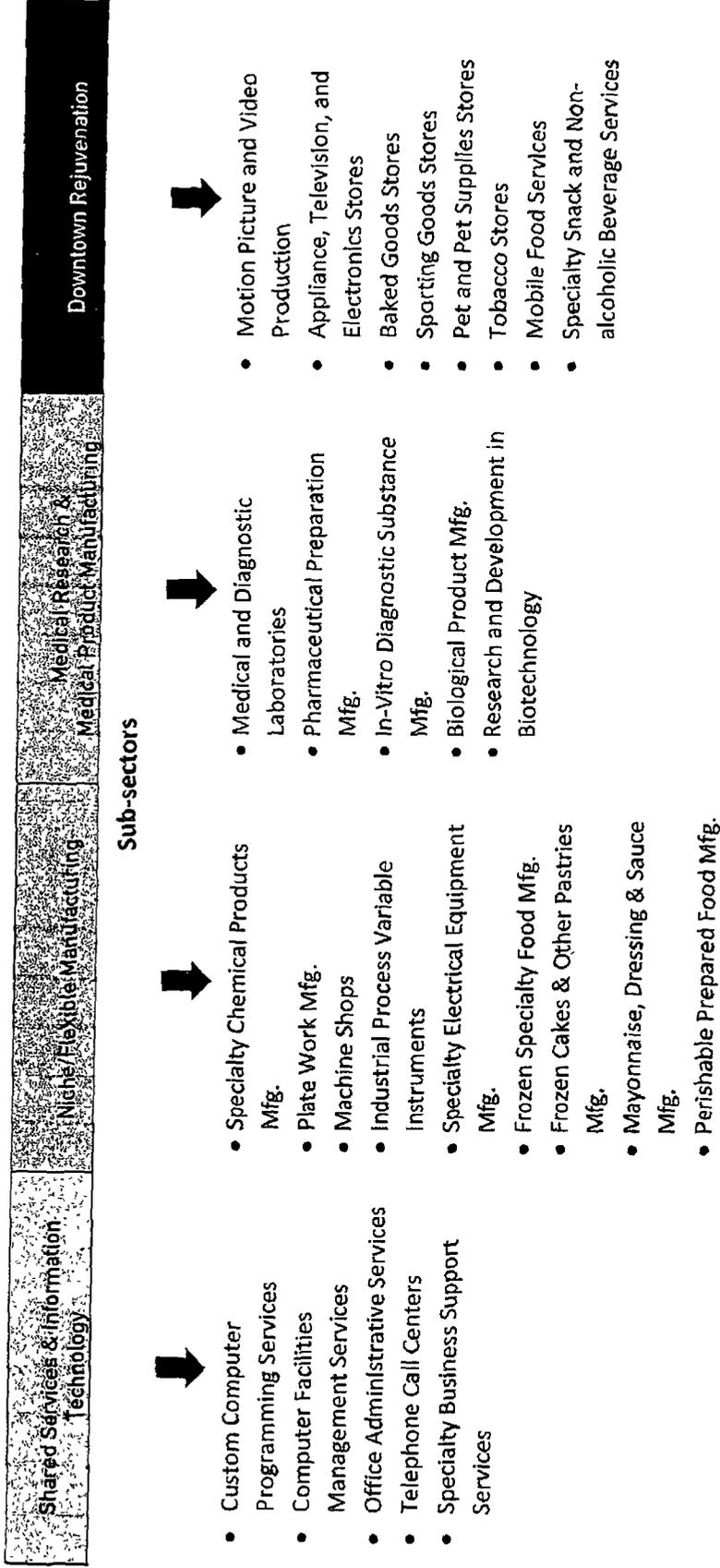
Because economies are dynamic and impossible to precisely predict, these four optimal targets offer opportunities across several non-competing sectors, affording a means to diversify economic development strategies and avoid risky over-concentration.

Prospective companies and investors are particularly interested in an established and skilled workforce, plus the region's capacity to supply newly trained workers, so special efforts were made to link in-demand occupations and training to the region's available workforce and supply pipeline.

The target information is presented in a practical and workable format, avoiding complex analysis and extensive projections of future outcomes. Instead, the justifications for the targets should be clearly apparent and make sense to the average practitioner. Under each major target sector, a list of individual sub-sectors is provided with accompanying NAICS classifications. A full description for each sub-sector target can be found in Table 13. Detailed sub-sector targets help to bridge the gap from broad economic concepts to a workable means for identifying specific prospective industries and firms.

For each target, a bulleted list of rationales is presented and identified as appealing to the needs of prospects (P) or the community (C). This material can be used in marketing and community support efforts or to help economic development personnel prioritize targeting efforts.

FIGURE 4: OPTIMAL BUSINESS TARGETS FOR THE CITY OF MARTINSBURG



## SHARED SERVICES & INFORMATION TECHNOLOGY

The City of Martinsburg exhibits numerous assets that make it an ideal location for firms involved in *Shared Services & Information Technology*. The target includes a closely related group of industries that focus on providing dedicated activities that are often outsourced as a means to either save costs or more efficiently access non-core specialized services. (Table 1)



The target is expected to benefit from the following trends: 1) greater reliance on call-center operations as retailers, financial, healthcare providers, and insurance industries increasingly move towards online operations (sales, service, and customer relations); 2) improved broadband technology, allowing nontraditional employee locations and scheduling; 3) continued cost pressure on private industry and, increasingly, Government agencies to identify and outsource non-core capacity; and 4) increasing government regulations that force firms to seek outside specialists in order to maintain compliance.

## Rationales

- High degree of local specialization in *Computer & Mathematical* occupations. (P)
- Demonstrated strong local competitive effect in *Administrative Support Services* industry. (P)
- I-81 access, proximity to the DC-Baltimore-Philadelphia rail service and MARG stop. (P)
- Low relative rate of unionization. (P)
- Low relative cost of electricity for industrial and commercial use. (P)
- High comparable broadband speeds and broadband availability. (P)
- Demonstrated strong local competitive effect of local *Information Technology* cluster. (P)
- Presence of the IRS Enterprise Computing Center in Kearneysville. (P)
- Average target sub-sector national earnings of \$64,081. (C)
- Average target sub-sector five-year forecasted growth of 10.1%. (C)
- Local *Computer & Mathematical* occupations earn 9.6% above the same group national median. (C)
- 213 annual post-secondary completions in critical fields from local institutions (Table 2). (P)
- Existing pool of high-demand occupations in Berkeley County (Table 3). (P)
- Quality of place assets, small-town feel, historic assets, low relative cost of living, low relative property and sales taxes, availability of moderate-cost housing. (P)

**Table 1**  
Shared Services & Information Tech  
Sub-sectors

NAICS	Description	5Y Forecast	National Earnings
541511	Custom Computer Programming Services	15.8%	\$99,564
541513	Computer Facilities Management Services	2.4%	\$78,299
561110	Office Administrative Services	11.7%	\$60,223
56142	Telephone Call Centers	11.8%	\$36,204
561499	Specialty Business Support Services	8.9%	\$46,115

Source: Economic Modeling Specialist, Garner Economics

**Table 2**  
Shared Services & Information Tech  
Berkeley County Annual Postsecondary Completions in Critical Fields- 2012

Certificates	Annual Completions	Institution
Information Technology	41	Blue Ridge Community and Technical College
Business/Office Automation/Technology/Data Entry	47	Blue Ridge Community and Technical College
Business Operations Support and Secretarial Services	25	Valley College- Martinsburg
Computer Systems Networking and Telecommunications	21	Blue Ridge Community and Technical College
System, Networking, and LAN/WAN Management/Manager	5	Blue Ridge Community and Technical College
Associate's Degrees		
Information Technology	28	Blue Ridge Community and Technical College
Business/Office Automation/Technology/Data Entry	1	Blue Ridge Community and Technical College
Business Administration and Management	27	Blue Ridge Community and Technical College, Valley College
System, Networking, and LAN/WAN Management/Manager	8	Blue Ridge Community and Technical College
Data Entry/Microcomputer Applications	6	Blue Ridge Community and Technical College
Computer and Information Systems Security/Information Assurance	4	Blue Ridge Community and Technical College

Source: National Center for Education Statistics, Garner Economics

**Table 3***Shared Services & Information Tech**Berkeley County Existing Labor Pool of High-Demand Occupations - 2013 2Q*

Occupation	Employed in Berkeley County
Secretaries and Administrative Assistants Except Legal, Medical, and Executive	400
Bookkeeping, Accounting, and Auditing Clerks	386
First-Line Supervisors of Office and Administrative Support Workers	218
Accountants and Auditors	204
Receptionists and Information Clerks	173
Computer User Support Specialists	162
Information and Record Clerks, All Other	152
Software Developers, Systems Software	145
Computer Systems Analysts	120
Sales Representatives, Services	115
Computer and Information Systems Managers	78
Software Developers, Applications	74
Billing and Posting Clerks	71
Administrative Services Managers	65
Computer Programmers	59
Database Administrators	46
Network and Computer Systems Administrators	43
Data Entry Keyers	42
Computer Network Architects	29
Payroll and Timekeeping Clerks	28
Computer Network Support Specialists	21

*Source: Economic Modeling Specialist, Garner Economics*

## NICHE/FLEXIBLE MANUFACTURING

The current revolution in manufacturing presents a unique opportunity for the City of Martinsburg to pursue. This target represents two distinct manufacturing areas: sectors suitable for *Flexible* or *Small-batch* production and sectors focused on *Food Manufacturing* (Table 4).

The movement towards *Flexible* or *Small-batch Manufacturing* is driven largely by fast-evolving technological developments. Technologies such as industrial robotics, digitalization, and additive or 3D manufacturing are enabling rapid prototyping, shortened tooling times, and small production runs. Much of the design or product engineering can be performed separate from actual production. Similarly, manufacturers themselves are enabled to operate across multiple sectors. As a result, these manufacturers require less capital investment, a smaller physical footprint, and a decreased reliance on the presence of a sizeable specialized manufacturing workforce.

The *Food Manufacturing* sector is similarly in the midst of significant turmoil and presents substantial opportunities, but for a different reason. Fresh customer demand split across a wide range of eating preferences is rapidly fragmenting the industry. Product innovation is being driven largely by constantly developing consumer trends toward health and convenience. Just a sample of the developing food categories demonstrates the immense variety in the sector: ethnic, fresh, organics, restaurant-quality frozen, meal kits, handheld entrees, fortified, and gluten-free. As *food manufacturers* shift to compete to serve new or changing consumer demands, new plant locations and adjustments to supply chains can present attractive opportunities to the City of Martinsburg.

### Rationales

- Availability of adequate wastewater treatment capacity. (P)
- Availability of adequate water capacity. (P)
- Availability of agricultural products for food processing. (P)
- High relative broadband rank, measuring access and capacity. (P)
- Low relative rate of unionization. (P)
- Low relative cost of electricity for industrial and commercial use. (P)
- -81 access, proximity to the DC-Baltimore-Philadelphia rail service and MARC stop. (P)
- Average target sub-sector national earnings of \$64,587. (G)
- Average target sub-sector five-year forecasted growth of 7.1%. (C)
- 37 annual post-secondary completions in critical fields from local institutions (Table 5) (P)
- Strong existing pool of high-demand occupations in Berkeley County (Table 6). (P)
- Local Production occupations earn 11.2% above the same group national median. (C)
- Quality of place assets, small-town feel, historic assets, low relative cost-of-living, low relative property and sales taxes, availability of moderate-cost housing. (P)

**Table 4**  
*Niche/Flexible Manufacturing*  
Sub-sectors

NAICS	Description	5 Year Forecast	National Earnings
325998	Specialty Chemical Products Mfg.	3%	\$91,078
332313	Plate Work Mfg.	14%	\$66,169
332710	Machine Shops	6%	\$59,085
334513	Industrial Process Variable Instruments	4%	\$91,085
335999	Specialty Electrical Equipment Mfg.	11%	\$82,197
311412	Frozen Specialty Food Mfg.	4%	\$48,417
311813	Frozen Cakes & Other Pastries Mfg.	10%	\$46,385
311941	Mayonnaise, Dressing & Sauce Mfg.	2%	\$58,746
311991	Perishable Prepared Food Mfg.	10%	\$38,125

Source: *Economic Modeling Specialist, Garner Economics*

**Table 5**  
*Niche/Flexible Manufacturing*  
Berkeley County Annual Post-secondary Completions in Critical Fields - 2012

	Annual Completions	Institution
<b>Certificates</b>		
Electrical and Electronic Engineering Technologies/Technicians	12	Blue Ridge Community and Technical College
Electromechanical Technology/Electromechanical Engineering Technology	8	James Rumsey Technical Institute
Truck and Bus Driver/Commercial Vehicle Operator	10	James Rumsey Technical Institute
<b>Associate's Degrees</b>		
Electrical and Electronic Engineering Technologies/Technicians	5	Blue Ridge Community and Technical College
Electromechanical Technology/Electromechanical Engineering Technology	2	Blue Ridge Community and Technical College

Source: *National Center for Education Statistics, Garner Economics*

**Table 6**

*Niche/Flexible Manufacturing*

*Berkeley County Existing Labor Pool of High-Demand Occupations - 2013 2Q*

Occupation	Employed in Berkeley County
Laborers and Freight, Stock, and Material Movers, Hand	949
Packers and Packers, Hand	348
Team Assemblers	177
Packaging and Filling Machine Operators and Tenders	139
Industrial Truck and Tractor Operators	111
Helpers - Production Workers	108
Machinists	76
Molding, Coremaking, and Casting Machine Setters, Operators	68
First-Line Supervisors of Production and Operating Workers	68
Inspectors, Testers, Sorters, Samplers, and Weighers	50
Cutting, Punching, and Press Machine Setters, Operators	42
Welders, Cutters, Solderers, and Brazers	32
Bakers	31
Cutting and Slicing Machine Setters, Operators, and Tenders	27
Assemblers and Fabricators, All Other	23
Adhesive Bonding Machine Operators and Tenders	23

Source: Economic Modeling Specialist, Garner Economics

**MEDICAL RESEARCH & MEDICAL PRODUCT MANUFACTURING**



*Medical Research & Medical Product Manufacturing* presents a promising target for the City of Martinsburg. The select targeted sub-sectors comprise laboratories, three manufacturing categories, and one category devoted purely to research and development (Table 7).

Select areas in medical- or healthcare-related activities continue to provide significant upside potential for several reasons: 1) increased patient access as implementation of healthcare reform continues, 2) improving medical knowledge and resulting additional patient demands for products and services, 3) an aging US and global population, 4) a vast number of new medical technologies from advancements, 5) demand for improved cost efficiencies from healthcare providers, 6) heavy merger and acquisition activity as the industry continues to evolve, 7) increasing use of advanced diagnostic services as a more noninvasive and cost-effective method, and 8) increased medical product export opportunities.

**Rationales**

- Presence of Berkeley Medical Center's Eastern Division of the WVU Robert C. Byrd Health Sciences Center (P)
- High degree of local specialization in both *Healthcare Practitioners & Technical* and *Healthcare Support* occupational groups. (P)
- *Local Healthcare Practitioners & Technical* occupations earn 6.6% above the same group national median. (C)
- *Local Production* occupations earn 11.2% above the same group national median. (C)
- *Local Healthcare Support* occupations earn 13.1% above the same group national median. (C)
- Strong recent growth of local *Healthcare* cluster. (P)
- Demonstrated strong local competitive effect of local *Healthcare* cluster. (P)
- Average target sub-sector national earnings of \$119,929. (C)
- Average target sub-sector five-year forecasted growth of 10.7%. (C)
- Seventy-six annual post-secondary completions in critical fields from local institutions. (Table 8): (P)
- Strong existing pool of high-demand occupations in Berkeley County. (Table 9): (P)
- I-81 access; proximity to the DC-Baltimore-Philadelphia rail service and MARC stop. (P)
- Low relative rate of unionization. (P)
- Low relative cost of electricity for industrial and commercial use. (P)
- Quality of place assets; small-town feel; historic assets; low relative cost-of-living; low relative property and sales taxes; availability of moderate-cost housing. (P)

**Table 7**  
*Medical: Sub-sectors*

NAICS	Description	5Y Forecast	National Earnings
62151	Medical and Diagnostic Laboratories	12.5%	\$69,675
325412	Pharmaceutical Preparation Manufacturing	1.1%	\$147,679
325413	In-Vitro Diagnostic Substance Manufacturing	19.3%	\$134,301
325414	Biological Product (except Diagnostic) Manufacturing	11.3%	\$123,348
541711	Research and Development in Biotechnology	9.5%	\$124,641

*Source: Economic Modeling Specialist, Garner Economics*

**Table 8**  
*Medical: Berkeley County Annual Post-secondary Completions in Critical Fields - 2012*

Certificates	Annual Completions	Institution
Medical/Clinical Assistant	17	Blue Ridge Community and Technical College
Surgical Technology/Technologist Associate's Degrees	5	James Rumsey Technical Institute
Medical/Clinical Assistant	13	Blue Ridge Community and Technical College
Allied Health and Medical Assisting Services,	4	Blue Ridge Community and Technical College
Registered Nursing/Registered Nurse	37	Blue Ridge Community and Technical College

*Source: National Center for Education Statistics, Garner Economics*

**Table 9**  
*Medical: Berkeley County*  
*Existing Labor Pool of High-Demand Occupations - 2013 3Q*

Occupation	Employed in Berkeley County
Registered Nurses	627
Miscellaneous Healthcare Support Occupations	329
Shipping, Receiving, and Traffic Clerks	230
Miscellaneous Assemblers and Fabricators	211
Management Analysts	196
Computer Support Specialists	185
Physicians and Surgeons	184
Health Practitioner Support Technologists and Technicians	183
Software Developers, Systems Software	148
Computer and Information Analysts	128
Computer Systems Analysts	123
Database and Systems Administrators and Network Architects	118
Medical Assistants	117
Medical and Health Services Managers	107
Pharmacists	91

Occupation	Employed in Berkeley County
Computer and Information Systems Managers	78
Software Developers, Applications	75
Molders and Molding Machine Setters, Operators, and Tenders, Metal and Plastic	74
Clinical Laboratory Technologists and Technicians	72
Diagnostic Related Technologists and Technicians	66
Medical Secretaries	59
Computer Programmers	59
Market Research Analysts and Marketing Specialists	55
Inspectors, Testers, Sorters, Samplers, and Weighers	51
Healthcare Support Workers, All Other	48
Medical and Clinical Laboratory Technicians	44
Medical Records and Health Information Technicians	37
Mechanical Engineers	29
Medical and Clinical Laboratory Technologists	28

Source: Economic Modeling Specialist, Garner Economics

## DOWNTOWN REVITALIZATION

*Downtown Revitalization* is a nontraditional target, yet it is an obvious area for focused economic development activity for the City of Martinsburg, with clear payoffs for current residents as well as the potential to increase spending from outsiders and enhance the attraction of new residents and businesses. The target's strength rests on leveraging Martinsburg's unique and historic Downtown.

The identified target sub-sectors include *Motion Picture and Video Production*. Although successful attraction would cause an initial infusion of spending, it would, more importantly, help to

promote the Downtown community to outsiders. The other sub-sector targets identified comprise a distinctive selection of US retail industries with forecasts for double-digit growth over the next five years (Table 10). Unlike typical industrial targeting, it should be recognized that retailers are much more dependent on the unique characteristics of potential customers presently in the market and the current mix of local competitors. Thus, the identified sub-sectors are presented as a top-down view of promising retail prospects, but it should not be taken as an all-inclusive list of retail opportunities for the downtown Martinsburg market.

### RATIONALES

- High relative rate of population growth. (P)
- 85% of Martinsburg workers in-commute. (P)
- Current high attraction of retail sales activity to nonresidents. (P)
- High proportion of employment in the *Retail Trade and Accommodation and Food Services* industry sectors. (P)
- State incentives for film production (31% tax credits for in-state spending, sales and lodging tax exemptions). (P)
- Numerous unique and historic film locations (e.g., the Roundhouse, mill, etc.); 66 film sites listed by WV Department of Commerce. (P)

- Current local availability of film crews and related vendors; 43 listings for Berkeley County by WV Department of Commerce. (P)
- Demonstrated strong local competitive effect of local Arts, Entertainment & Recreation cluster. (P)
- High local rate of specialization in *Food Preparation & Serving occupations*. (P)
- Local *Food Preparation & Serving* occupations earn 4.1% above the same-group national median. (C)
- High local rate of specialization in *Accommodation & Food Services* industry. (P)

**Table 10**  
*Downtown Revitalization  
Sub-sectors*

NAICS	Description	5 Year National Forecast	National Earnings
51211	Motion Picture and Video Production	7.4%	\$93,646
44311	Appliance, Television, and Electronics Stores	11.0%	\$47,454
445291	Baked Goods Stores	10.0%	\$28,171
45111	Sporting Goods Stores	12.7%	\$25,609
45391	Pet and Pet Supplies Stores	14.5%	\$24,778
453991	Tobacco Stores	21.1%	\$18,565
72233	Mobile Food Services	25.1%	\$14,625
722515	Specialty Snack and Non-alcoholic Beverage Services	14.1%	\$17,952

Source: *Economic Modeling Specialist, Garner Economics*

**Table 11**  
*Downtown Revitalization  
Berkeley County Annual Post-secondary Completions in Critical Fields - 2012*

Certificates	Annual Completions	Institution
Culinary Arts/Chef	11	James Rumsey Technical Institute
Business Operations Support and Secretarial Services	25	Valley College-Martinsburg
Associate's Degrees		
Restaurant, Culinary, and Catering	4	Blue Ridge Community and Technical College
Management/Manager		
Baking and Pastry	5	Blue Ridge Community and Technical College
Arts/Baker/Pastry Chef		
Business Administration and Management	27	Blue Ridge Community and Technical College, Valley College

Source: *National Center for Education Statistics, Garner Economics*

**Table 12**  
*Downtown Revitalization*  
*Berkeley County*  
*Existing Labor Pool of High Demand Occupations - 2013 3Q*

Occupation	Employed in Berkeley County
Retail Salespersons	1,188
Cashiers	1,048
Combined Food Preparation and Serving Workers	955
First-Line Supervisors of Retail Sales Workers	709
Stock Clerks and Order Fillers	562
Waiters and Waitresses	452
Bookkeeping, Accounting, and Auditing Clerks	386
Shipping, Receiving, and Traffic Clerks	228
Cooks, Restaurant	214
Food Preparation Workers	190
Food Service Managers	138
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	82
Chefs and Head Cooks	25

Source: *Economic Modelling Specialist, Garner Economics*

**Table 13**  
**Industry Descriptions**

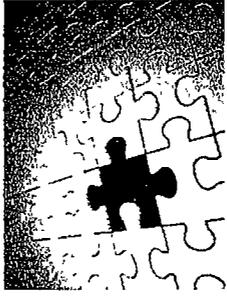
<b>Shared Services &amp; Information Tech</b>	
<b>NAICS 541511</b>	<b>Custom Computer Programming Services</b>
This industry comprises establishments primarily engaged in writing, modifying, testing, and supporting software to meet the needs of a particular customer.	
<b>NAICS 541513</b>	<b>Computer Facilities Management Services</b>
This industry comprises establishments primarily engaged in providing on-site management and operation of clients' computer systems and/or data processing facilities. Establishments providing computer systems or data processing facilities support services are included in this industry.	
<b>NAICS 561110</b>	<b>Office Administrative Services</b>
This industry comprises establishments primarily engaged in providing a range of day-to-day office administrative services, such as financial planning, billing and recordkeeping, personnel, and physical distribution and logistics for others on a contract or fee basis. These establishments do not provide operating staff to carry out the complete operations of a business.	
<b>NAICS 56142</b>	<b>Telephone Call Centers</b>
This industry comprises: (1) establishments primarily engaged in answering telephone calls and relaying messages to clients, and (2) establishments primarily engaged in providing telemarketing services on a contract or fee basis for others, such as promoting clients' products or services by telephone, taking orders for clients by telephone, and soliciting contributions or providing information for clients by telephone.	
<b>NAICS 541690</b>	<b>Specialty Business Support Services</b>
This US industry comprises establishments primarily engaged in providing business support services.	
<b>Niche/Flexible Manufacturing</b>	
<b>NAICS 325998</b>	<b>Specialty Chemical Products Mfg.</b>
This US industry comprises establishments primarily engaged in manufacturing specialized chemical products (examples include: activated carbon and charcoal, sugar substitutes, swimming pool chemical preparations, cutting oils, cat litter, food oils).	
<b>NAICS 332313</b>	<b>Plate Work Mfg.</b>
This US industry comprises establishments primarily engaged in manufacturing fabricated metal plate work by cutting, punching, bending, shaping, and welding purchased metal plate.	
<b>NAICS 332710</b>	<b>Machine Shops</b>
This industry comprises establishments known as machine shops primarily engaged in machining metal and plastic parts and parts of other composite materials on a job or order basis. Generally machine shop jobs are low volume using machine tools, such as lathes (including computer numerically controlled), automatic screw machines, and machines for boring, grinding, and milling.	
<b>NAICS 334513</b>	<b>Industrial Process Variable Instruments</b>
This industry comprises establishments primarily engaged in manufacturing instruments and related devices for measuring, displaying, indicating, recording, transmitting, and controlling industrial process variables. These instruments measure, display or control (monitor, analyze, and so forth) industrial process variables such as temperature, humidity, pressure, vacuum, combustion, flow, level, viscosity, density, acidity, concentration, and rotation.	

<b>Niche/Flexible Manufacturing, continued</b>	
<b>NAICS 335999</b>	<b>Specialty Electrical Equipment Mfg.</b>
This industry comprises establishments primarily engaged in manufacturing industrial and commercial electric apparatus and other equipment. This industry includes power converters (i.e., AC to DC and DC to AC), power supplies, surge suppressors, and similar equipment for industrial-type and consumer-type equipment.	
<b>NAICS 311412</b>	<b>Frozen Specialty Food Mfg.</b>
This US industry comprises establishments primarily engaged in manufacturing frozen specialty foods (except seafood) such as frozen dinners, entrees, and side dishes; frozen pizza; frozen whipped topping; and frozen waffles, pancakes, and french toast.	
<b>NAICS 311813</b>	<b>Frozen Cakes &amp; Other Pastries Mfg.</b>
This US industry comprises establishments primarily engaged in manufacturing frozen bakery products (except bread) such as cakes, pies, and doughnuts.	
<b>NAICS 311941</b>	<b>Mayonnaise, Dressing &amp; Sauce Mfg.</b>
This US industry comprises establishments primarily engaged in manufacturing mayonnaise, salad dressing, vinegar, mustard, horseradish, soy sauce, tarter sauce, Worcestershire sauce, and other prepared sauces (except tomato-based and gravy).	
<b>NAICS 311991</b>	<b>Perishable Prepared Food Mfg.</b>
This US industry comprises establishments primarily engaged in manufacturing perishable prepared foods, such as salads, sandwiches, prepared meals, fresh pizza, fresh pasta, and peeled or cut vegetables.	
<b>Medical Research &amp; Manufacturing</b>	
<b>NAICS 62151</b>	<b>Medical and Diagnostic Laboratories</b>
This industry comprises establishments known as medical and diagnostic laboratories primarily engaged in providing analytic or diagnostic services, including body fluid analysis and diagnostic imaging, generally to the medical profession or to the patient on referral from a health practitioner.	
<b>NAICS 325412</b>	<b>Pharmaceutical Preparation Manufacturing</b>
This industry comprises establishments primarily engaged in manufacturing in-vivo diagnostic substances and pharmaceutical preparations (except biological) intended for internal and external consumption in dose forms, such as ampoules, tablets, capsules, vials, ointments, powders, solutions, and suspensions.	
<b>NAICS 325413</b>	<b>In-Vitro Diagnostic Substance Manufacturing</b>
This industry comprises establishments primarily engaged in manufacturing in-vitro (i.e., not taken internally) diagnostic substances, such as chemical, biological, or radioactive substances. The substances are used for diagnostic tests that are performed in test tubes, petri dishes, machines, and other diagnostic test-type devices.	
<b>NAICS 325414</b>	<b>Biological Product (except Diagnostic) Manufacturing</b>
This industry comprises establishments primarily engaged in manufacturing vaccines, toxoids, blood fractions, and culture media of plant or animal origin (except diagnostic).	
<b>NAICS 541711</b>	<b>Research and Development in Biotechnology</b>
This industry comprises establishments primarily engaged in conducting biotechnology research and experimental development. Biotechnology research and experimental development involves the study of the use of microorganisms and cellular and biomolecular processes to develop or alter living or non-living materials. This research and development in biotechnology may result in development of new biotechnology processes or in prototypes of new or genetically altered products that may be reproduced, utilized, or implemented by various industries.	

<b>Downtown Rejuvenation</b>	
<b>NAICS 44311</b>	<b>Appliance, Television, and Electronics Stores</b>
	This industry comprises establishments primarily engaged in one of the following: (1) retailing an array of new household-type appliances and consumer-type electronic products, such as televisions, computers, and cameras; (2) specializing in retailing a single line of new consumer-type electronic products; (3) retailing these new products in combination with repair and support services;
<b>NAICS 445291</b>	<b>Baked Goods Stores</b>
	This industry comprises establishments primarily engaged in retailing baked goods not for immediate consumption and not made on the premises.
<b>NAICS 45111</b>	<b>Sporting Goods Stores</b>
	This industry comprises establishments primarily engaged in retailing new sporting goods, such as bicycles and bicycle parts, camping equipment, exercise and fitness equipment, athletic uniforms, specialty sports footwear, and sporting goods, equipment, and accessories.
<b>NAICS 45391</b>	<b>Pet and Pet Supplies Stores</b>
	This industry comprises establishments primarily engaged in retailing pets, pet foods, and pet supplies.
<b>NAICS 453991</b>	<b>Tobacco Stores</b>
	This US industry comprises establishments primarily engaged in retailing cigarettes, cigars, tobacco, pipes, and other smokers' supplies.
<b>NAICS 72233</b>	<b>Mobile Food Services</b>
	This industry comprises establishments primarily engaged in preparing and serving meals and snacks for immediate consumption from motorized vehicles or non-motorized carts. The establishment is the central location from which the caterer route is serviced, not each vehicle or cart. Included in this industry are establishments primarily engaged in providing food services from vehicles, such as hot dog carts and ice cream trucks.
<b>NAICS 72213</b>	<b>Specialty Snack and Nonalcoholic Beverage Services</b>
	This US industry comprises establishments primarily engaged in: (1) preparing and/or serving a specialty snack, such as ice cream, frozen yogurt, cookies, or popcorn, or (2) serving non-alcoholic beverages such as coffee, juices, or sodas for consumption on or near the premises. These establishments may carry and sell a combination of snack, non-alcoholic beverage, and other related products (e.g., coffee beans, mugs, coffee makers) but generally promote and sell a unique snack or non-alcoholic beverage.
<b>NAICS 51211</b>	<b>Motion Picture and Video Production</b>
	This industry comprises establishments primarily engaged in producing or producing and distributing motion pictures, videos, television programs, or television commercials.

Source: US Census Bureau, Garner Economics

### CHAPTER 3: OBSERVATIONS, CONCLUSIONS, AND RECOMMENDATIONS TO TRANSFORM MARTINSBURG



To ensure that there are sufficient economic opportunities for its residents and that Martinsburg attracts high-quality talent and jobs, City government must be proactive in shaping Martinsburg's economic future.

The following observations, conclusions, and recommendations are based on data and feedback collected during Phase I and noted in the previous *Competitive Realities Report* document and the business targets identified in Chapter 2. This work suggests that the City of Martinsburg has several strengths such as its access to markets and the ability to attract talent from larger metropolitan area including DC and Baltimore. However, the data also show that the City has an opportunity to improve its access to resources and space, make changes to the local development program, improve the government's impact on business, and address issues that affect Martinsburg's overall quality of place.

Given the analysis of the consulting team from a site-selector perspective, the following recommendations were developed to suggest ways that the City can work with other organizations involved in economic development initiatives to increase economic opportunities in Martinsburg. Because this strategy's first objective is to provide a framework for the City to consider its economic development service delivery and activities to support and augment the work of other City Departments and organizations involved in economic development, these recommendations are designed to go beyond traditional recruitment, expansion, and retention activities by looking at ways to better connect and leverage the City's talent and workforce, entrepreneurship, infrastructure, and business climate. Within the strategy, there will be some actions that the City can take independently and other actions that will need to be taken in collaboration with others. In some instances, the City government may serve as the catalyst or facilitator; in others it may be a partner. The level of engagement and leadership by the City in the recommendations is calibrated to its specific role.

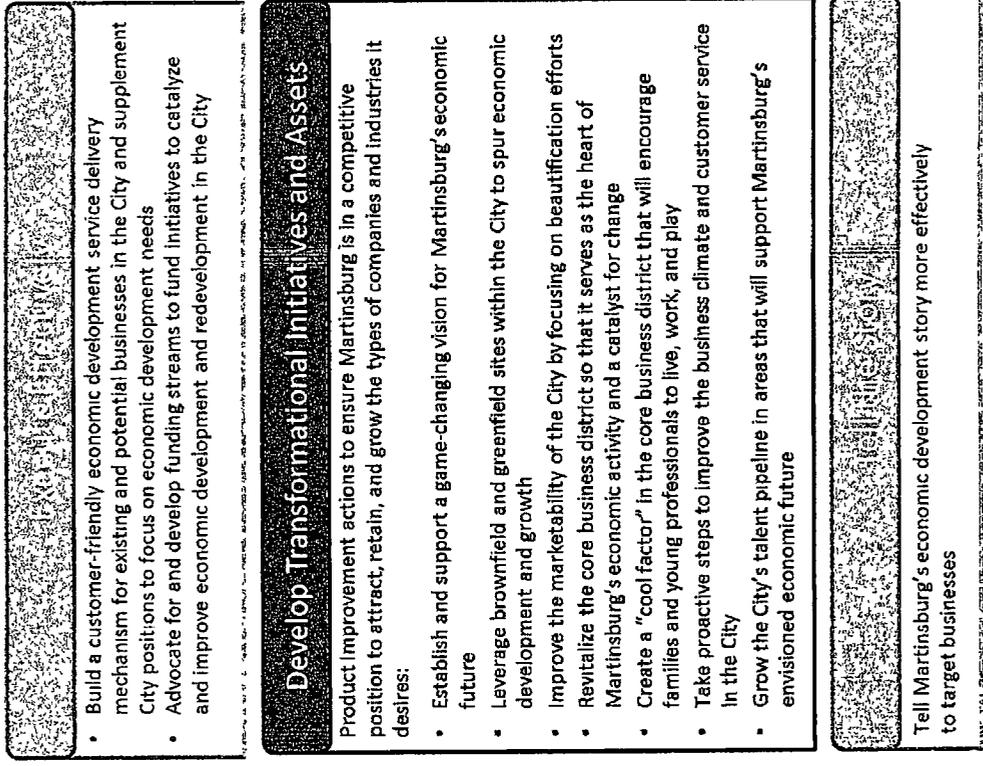
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Garner Economics developed the conclusions and recommendations with the following principles for the City in mind:

- **Undertake economic development activities in the context of work being done to strengthen not only the City but also the entire region.** Martinsburg should look at its economic development efforts broadly, not only considering activities that will attract and retain jobs but also supporting those that will build a stronger community to be a home for these jobs. As such, Martinsburg should approach the implementation of these recommendations in a holistic manner. These recommendations provide a framework for Martinsburg to capitalize on the City's unique assets uncovered in the *Competitive Realities Report* while simultaneously strengthening the City's current "market" conditions. To do so, Garner Economics recommends that the City undertake a game-changing activity to show that it is an innovative leader in economic development. The activity can be used to spur investment from the private sector and to work with others to mitigate challenges that negatively affect the City's business climate.
- **Be a leader.** The success of the economic development strategy for Martinsburg will depend on the City having well-defined priorities and creative, but actionable, policies. Going forward, the City of Martinsburg should make the case for how these new initiatives or the changes in policies will improve the City's business climate and, in turn, its ability to provide world-class economic development service delivery.

FIGURE 5: RECOMMENDATIONS SUMMARY



**EXECUTE EFFECTIVELY (ORGANIZATIONAL)**

If the City of Martinsburg is to enhance its role as a leader in economic development for the City and region, it must align its mission and focus on those areas that will directly impact economic growth.

**Strategy:**

**Build a customer-friendly economic development service delivery mechanism for existing and potential businesses in the City and supplement city positions to focus on economic development needs**

**Goal/Results:**

**Martinsburg is better able to attract the types of companies that will make it competitive for years to come and produce wealth-creating opportunities for its citizens**

**Action:**

- 1. Create an Office of Economic & Community Development (OECD) for the City and a City Development Authority**

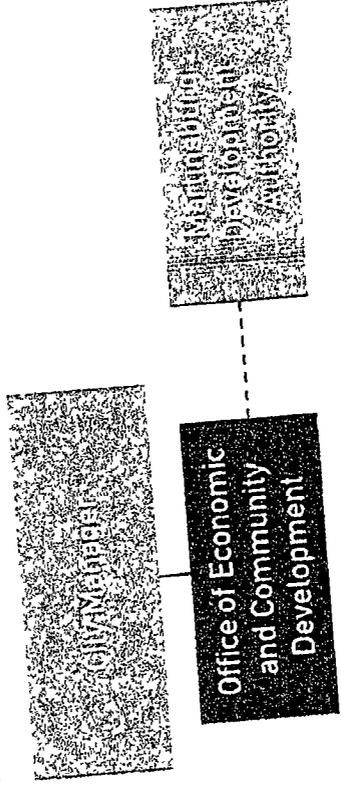
**Observation:** The City of Martinsburg has never had an Office of Economic Development. All municipalities in the United States that are serious about growing their communities have a municipal department that is focused solely on activities related to facilitating investment decisions in their respective communities or on working to enhance the product of the city so that there is something to sell, e.g. business parks, inviting downtowns, a competitive business climate, and more.

**Recommendation:** The City of Martinsburg should create an Office of Economic and Community Development (OECD) that will focus on business recruitment, business retention, product development

(community improvement as it relates to economic development), and serving as an ombudsman or liaison between city government and those individuals and businesses considering an investment or expansion in the City. This office will serve under the organizational structure of the City Manager and, as such, the director hired to lead the office will report to the City Manager.

However, it is recommended that the City create a Development Authority under the umbrella of the West Virginia Code (Chapter 7, Article 12), allowing for the creation of municipal development authorities. The Authority would have a dotted line reporting/relationship structure to the OECD, and the appointees to the Authority will serve in an advisory and oversight role to make sure that the OECD and City's economic development efforts do not fall into the entanglement of a government bureaucracy (see Figure 6 for the organizational design). The West Virginia Code allows for the appointment by the governing body, in this case the City, of no fewer than 12 and no more than 21 persons to the Authority (fewer is better for effective governance). The Authority membership should be a blend of private sector business representation and public sector officials who are policy makers, e.g. City Council, and those who execute the policy, e.g. City Manager.

FIGURE 6: PROPOSED ORGANIZATIONAL STRUCTURE



A sample budget for the first year is noted in Figure 7. The budget will grow based on additional product improvement initiatives that the City and the Development Authority decide to execute based on this strategy. Some of these line-item expenditures will be one-time costs, such as office equipment, the development of a website (separate portal than the City's), some brochure and printing costs, etc. Many of the product improvement initiatives are contingent on the City applying for and receiving one of the State's home rule designations, which allows for a one-cent sales tax. Home rule requires that other local taxes be reduced, but without any guidance on how much or in what classifications these reductions occur. In conversations with the City staff, it is their intent to recommend to the City Council a reduction in the business and occupation (B&O) tax at an as yet undetermined amount. However, over the period of 2015-2019, when the one-cent sales tax would be in effect, there would still be some B&O tax collected. Hence, there will be a four-year windfall of tax revenues by having both the one-cent sales tax and some amount of a reduced B&O tax collected. City staff believes that there could be a gain of approximately \$2.5 million a year over a four-year period by having a combination of these two tax sources. This windfall is a prime opportunity to address efforts to transform Martinsburg into a City of economic opportunity. Additionally, under the Recommendations section of Transformational Projects, other funding mechanisms are being suggested that could add means to provide funding for the many recommendations offered that are tied to some form of monetary initiative. These additional funding recommendations are not tied to any additional tax requests.

**FIGURE 7: SAMPLE OECD BUDGET**

Expenditure	Projected Amount
Salaries (Director + Admin)	\$ 94,000
FICA	5,830
Insurance	34,000
Pension	13,160
Medicare	1,365
Workers Compensation	470
Utilities	TBD
Travel	35,000
Maintenance of Equipment	TBD
Maintenance of Vehicles	500
Publications/Marketing	50,000
Training	5,000
Professional Services	500
Contracted Services	35,000
Materials & Supplies	26,500
Gasoline	1,000
Capital Outlay - Vehicle	25,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 327,325</b>

**Lead organization for implementation:** City of Martinsburg

**Best practice examples:**

- Winchester VA - <https://www.winchesterva.gov/economic-development>
  - Lynchburg, VA - <http://www.opportunitylynchburg.com/>
  - Opelika, AL - <http://www.opelika.org/Default.asp?ID=311>
- Cost:** \$327,325

**2. Create a city staff position (Director of ECD) to serve as both a catalyst and facilitator to achieve economic success**

**Observation:** Having a city department focused on economic and community development is imperative. The structure and rationale of having the office is outlined in Action 1 above. Having the appropriate staff to guide the office and execute the wishes of the policy makers (Development Authority, City Council) is imperative.

**Recommendation:** The City of Martinsburg should create the position immediately for the Director of Economic and Community Development, and then hire an individual who has experience in both economic development marketing and community improvement on a municipal level. National and regional trade associations (e.g. International Economic Development Council, Southern Economic Development Council) can help publish the job posting so that the City can find and attract the very best person for this important position. The City needs someone who will wake up every morning and focus on what it takes to promote and execute the strategy to enhance the economic vitality of the City.

**Lead organization for implementation:** City of Martinsburg  
**Best practice examples:** Each of the examples noted in Action item 1 have full-time economic development directors that execute the mission and strategy of their respective city effectively. A sample job description for this type of position is included in the Appendix.

**Cost:** \$75,000 +/-

**3. Create a one-stop permitting office to streamline the permit process as well as provide citizens with a central reviewing agency located in one office**

**Observation:** Economic development wealth-building occurs when private investment causes a snowball effect of more private investment. The role of government in the economic development process is to have a business climate and service delivery mechanism that serves as a catalyst and facilitator for investment to occur rather than as an inhibitor. In our focus group session with private employers of all sizes, we heard some criticism of the City's permitting and inspections process as it relates to inconsistencies in the local business permitting procedures.

**Recommendation:** A one-stop permitting office would be a positive influence in the business climate of the City. It not only provides efficiencies in the flow of approval and permitting on a local level, it adds to the City's cachet of being innovative and creative in nurturing private investment for all of the City.

Typically, a one-stop review center to streamline the permit system provides citizens and businesses with a central reviewing agency located in one office. At a One-Stop Center, a single permit for construction can be issued for building, landscaping, zoning, environmental resources, drainage, public safety (fire), and driveways, etc.

**Lead organization for implementation:** City of Martinsburg; Planning Department and Public Works

**Best practice example:** City of Redlands, CA  
<http://www.cityofredlands.org/permitcenter>

**Cost:** Unknown\*

\* "Unknown" is used for programs for which no cost estimate can be made given the number of unknown variables at this point in time.

### **DEVELOP TRANSFORMATIONAL INITIATIVES AND ASSETS (PRODUCT IMPROVEMENT)**

Martinsburg's future success will rest upon its ability to shape its "product"—its infrastructure, quality of place, physical building stock, economic development service delivery, and regulations—in ways that leverage its unique features to attract the types of companies, investors, and talented workforce the community desires. Many other cities, regionally and nationally, have already undergone the process to differentiate themselves and sell their unique qualities to potential companies that compete with Martinsburg. Martinsburg needs to play catch up.

#### **Strategies to Develop Transformational Game-changing Assets and Initiatives**

- Establish and support a game-changing vision for Martinsburg's economic future
- Leverage brownfield and greenfield sites within the City to spur economic development and growth
- Improve the marketability of the City by focusing on beautification efforts
- Revitalize the core business district so that it serves as the heart of Martinsburg's economic activity and a catalyst for change
- Create a "cool factor" in the core business district that will encourage families and young professionals to live, work, and play
- Take proactive steps to improve the business climate and customer service experience in the City
- Grow the City's talent pipeline in areas that will support Martinsburg's envisioned economic future

To be an effective economic development catalyst for Martinsburg, the City should take a leadership role in influencing change throughout the community and being proactive with regard to future growth occurs so the City has the best chance of attracting, starting, and expanding the types of business it wants in its borders. Without such proactive leadership, Martinsburg will be less able to shape its economic future and, instead, will be forced to react to external forces that will drive the City's economic destiny.

Moreover, with the (presumed) granting of home rule to the City in the next 12-18 months, Martinsburg is in a prime position to resource initiatives that will have a transformational impact on the City's economic future. Leadership should take this opportunity to catalyze such change and improve the business "product" the City has to offer to both existing and future companies.

#### **Strategy:**

Develop transformational, game-changing assets and initiatives that set forth a future vision for Martinsburg and, through well-planned, incremental change, create a place where future talent will want to live and thrive.

#### **Goal/Results:**

Martinsburg revitalizes its historic assets and tradition as a transportation hub and differentiates itself from other cities in the Eastern Panhandle. The City creates an environment that encourages the types of companies it wants to start, grow, expand, and relocate within its borders.

#### **Actions/Tactics:**

As noted above, Martinsburg is at an inflexion point. Cities around it have made substantial improvements and Martinsburg has fallen behind. At best, non-strategic, incremental changes to the City's business climate will only allow Martinsburg to remain at its current

trajectory; at worst, the ad hoc, reactive actions will cause Martinsburg to fall further behind.

To avoid this scenario and truly differentiate itself, the City must be bold and overtake the gains made by competitor cities. The strategy will be accomplished on two levels:

- Strengthening the business climate of the City—including both physical and soft assets, and
- Committing to a game-changing strategy that will ensure Martinsburg can compete with other cities along the I-81 corridor and beyond.

Even with strategic investments, envisioning a future for Martinsburg and executing the change needed to get the City there will take time. However, by taking advantage of the financial streams created by home rule, by developing a vision for what the end state will be, and by cultivating the community buy-in and support to make it possible, the City of Martinsburg will be able to better position its economy in the long-term.

#### **Establish and support a game-changing vision and initiatives for Martinsburg's economic future**

**Observation:** During the public input process and in conversations with City staff and other partners with a stake in the City's success, one of the recurring themes expressed is that Martinsburg has no clear vision of what its future should be. While many could list elements of the City's past that they want to recreate, none could point to a single definition of what the community wants Martinsburg to be. The lack of such a vision has meant that many initiatives and policy changes are not being fully leveraged and that it is difficult for the City and other economic development organizations to prioritize what to do given limited resources.

Building community consensus around that vision and thoroughly documenting and defining it is the first step in making sure Martinsburg achieves the change that it wants.

**Recommendations:** The first step in making the needed changes is to decide what the vision will be. To carry out this strategy, the City of Martinsburg should consider the following actions to define and attain its future economic goals. The City should embark on a process to define its future economy and community goals.

The Discovery Phase of this economic development strategy process has provided a baseline of where the City currently is and some potential opportunities. The data and observations made can help inform the vision so it is realistic. The *Competitive Realities Report* can be used to build parameters.

#### **1. Conduct a citywide visioning effort that looks at assets and neighborhood planning by city ward and gives particular focus to increasing the viability of the core business district.**

With such an understanding of where Martinsburg currently stands and the economic development challenges and opportunities it faces, the City now needs to decide where it wants to go from here. Does the City want to rival peer communities such as Frederick or Winchester by creating the 21<sup>st</sup> century version of a convergence place for goods and ideas? Or is it content to merely get whatever types of businesses decide to locate within its borders? Assuming the former is the City's choice, Martinsburg should begin a process to define what it wants to be and create the tools to help it get there—neighborhood by neighborhood.

In addition to setting a goal for Martinsburg and a roadmap to attain it, the visioning process will help Martinsburg brand and differentiate itself from other communities. The City need not be all things to all people, but rather should decide on and form its own future "personality" and take the steps to build it. Public input will be helpful in setting parameters for the City's future goals. The City

"We need a vision of where Martinsburg is going. Look at what Winchester has been able to accomplish. It will be hard to move forward when we don't know what we want to accomplish."

---Focus Group Participant

leadership should take that input and decide which direction it will bring the City and how it will execute the vision.

Such a visioning and planning effort should also look at the unique assets of each of the City's wards. In doing so, the rich tapestry and character each ward adds to the City can be celebrated. In a similar vein, the process should pay close attention to the potential of the central business district (Downtown). As development returns to core, the bones, structure, and unique aspects of Downtown will be an asset and, likely, the one area that sets Martinsburg apart from other cities.

The process will be an involved one and should be intentional. It should include steps to gain a broad sense of what the community wants and what the City can deliver. It should also look for areas of commonality between the wards and potential leverage points where the plans of one ward can support those of another. There should be outreach to a broad spectrum of community stakeholders to discuss future economic opportunities in Martinsburg, the potentials given the availability of land and existing sites, and the public investment needed.

By taking on the charge of defining the community's future desired economy, the City will position itself as a proactive leader and will have a roadmap to guide its actions going forward.

**Lead organization for implementation:** City of Martinsburg with outside counsel and land use planning expertise to lead and facilitate the process.

**Best practice examples:** Several cities of various sizes have undertaken such a process to envision their futures. By looking at select experiences, Martinsburg can get a sense of the process that is entailed.

One example is PlaniTulsa, a citywide process to update Tulsa's Comprehensive Plan by creating a new vision for the city and setting forth guidelines for the physical development of the city. Input was garnered from the entire community through public workshops, stakeholder interviews, and a public survey. The process also identified a set of guiding principles that will serve as the foundation for future planning efforts. The PlaniTulsa effort is run out of the Mayor's office with the city planning office being the lead. The effort also had a consulting team consisting of an urban and regional planning team, transportation experts, an economic development team, and a research arm. <http://planittulsa.org/>

Another example is Charlotte City Center. Facilitated by the Charlotte Center City Partners, the plan envisions and implements strategies and actions to drive the economic, social, and cultural development of Charlotte's Center City. The Partners work to create a Center City that is a sustainable, visitor-friendly place where residents want to live. The Partners tout the area's modern infrastructure, a tapestry of unique neighborhoods, and a diversity of thriving businesses.

[http://files.charlottecentercity.org/2020/Charlotte2020VisionPlan\\_1\\_Intro.pdf](http://files.charlottecentercity.org/2020/Charlotte2020VisionPlan_1_Intro.pdf)

1. Intro.pdf

**Cost:** \$250,000 +/-

**2. Advocate for changing the current state structure for Business Improvement Districts (BID) in the City and authorization for Martinsburg to create Neighborhood Investment Zones (NIZ).**

The future vision for Martinsburg will necessitate public investment to both show a proof of concept and demonstrate the City's commitment to bringing the vision to fruition. Currently, the West Virginia Code (Chapter 8. Municipal Corporations. Article 13a. Business Improvement Districts), allows for Martinsburg to establish a Business Improvement District. While such a vehicle can be helpful, the level and scope of change the City should enact to catalyze its revitalization effort requires a stronger tool that is perceived as additive to, rather than onerous on, existing businesses. Currently, revenue from a BID requires a new tax or levy.

Communities facing similar needs have found Neighborhood Improvement Zones (NIZ) to be a more attractive alternative. This does not entail a new tax. Unlike BIDs, NIZs allow most state and local taxes collected by businesses within the NIZ boundaries to be used to repay bonds issued by the authority that oversees the NIZ to fund various economic development projects within the zone. Businesses within the zone do not pay additional taxes; the Department of Revenue in the state collects the tax and reports and certifies what portion of state taxes is to be transferred to the NIZ Fund established for the redevelopment project. Businesses within the NIZ are also required to file local tax reports so that local taxes may be transferred to the NIZ Fund established for the redevelopment projects. (Conversely, BIDs are funded through an additional tax levied on businesses within their boundaries to fund projects within the district's boundaries).

The City of Martinsburg should advocate to the West Virginia Legislature to allow the City of Martinsburg to establish a

Neighborhood Improvement Zone for Martinsburg's Central Business District.

**Lead organization for implementation:** City of Martinsburg

**Best practice examples:** The City of Allentown, PA has successfully used its NIZ to promote development within its Center City. Allentown provides incentives for hiring locally and using local products and materials. Furthermore, Allentown ensures that the businesses that locate within the NIZ have a plan to offset increased demand for municipal services such as utilities, public safety, and public works.

<http://www.allentownpa.gov/Government/Departments-Bureaus/Community-and-Economic-Development/Neighborhood-Improvement-Zone>

Cost: Not applicable<sup>+</sup>

**3. Invest public dollars to build a signature building downtown that shows the City's commitment to change and draws activity to the core business district.**

Feedback from the focus groups and survey indicated that there is little to draw activity Downtown. Some respondents cited the example of losing Blue Ridge Technical College and the County operations as contributors to the demise of Martinsburg's Downtown. One way to encourage activity in the core business district is to locate services that the citizens need and want there.



Franklin, TN Police Headquarters

<sup>+</sup> "Not applicable" is used for programs that call for a policy change and for which there is no cost.

Similar to investments at the Interwoven Mill, the City could catalyze activity Downtown by proactively placing services that would draw a range of people downtown. This could take the shape of building a new City Hall, a new government services building, or the reuse of the Roundhouse, which has been studied and evaluated for years for its highest and best use. Any of these examples would play the additional role of providing a concrete example of the City's commitment to the district and its future vision.

**Lead organization for implementation:** The City of Martinsburg

**Best practice examples:** When Franklin, TN needed to build a new police department, it used the opportunity to create a historically influenced building to complement its historic downtown architecture and to show its commitment to environmental sustainability. The classic-style architecture building is also LEED Silver Certified with 94,000 square feet of space and an adjacent two-level parking garage. The building has features to improve energy savings and water efficiency and features include a "live roof," sunlight control devices, and a storm water reclamation system that includes a 40,000 gallon cistern and a water filtration system.

<http://www.franklin-gov.com/>

<http://livability.com/franklin/tn/living/franklin-tn-goes-green-community-initiative>

**Other examples:** Dalton, GA built a new City Hall and a shared administrative complex for the Dalton City Public Schools in 2010 in downtown Dalton and in an area targeted for renewal.

**Cost:** \$8 million +/-



Dalton, GA City Hall

#### 4. Transition away from the current B&O tax and replace it with a dedicated sales tax (home rule).

The overwhelming opinion from the focus groups and survey, as well as the comparison to benchmark cities, is that the business and occupation (B&O) tax is an inhibitor to doing business in Martinsburg. Currently, the B&O tax results in revenues of \$6.5 million for the year for the City (according to city financial data). To help mitigate this challenge, the City has also instituted a business and occupation tax credit for new businesses locating within the corporate limits. New businesses are allowed a tax credit for three years, with a 75% tax credit for year one, a 50% tax credit for year two and a 25% tax credit for year three. In addition, the City created a Martinsburg Downtown Development District where certain economic and tax incentives are available to businesses and property owners in the District. This District was created for the purpose of encouraging reinvestment in real properties, thus promoting the growth of the Martinsburg Downtown District. Businesses located within the District receive a 10% credit against the business and occupation tax liability.

In 2007, the West Virginia Legislature passed a bill creating a Municipal Home Rule Program. The program allowed pilot cities to implement changes to matters of local government, including taxation. After a review of the first round of pilot projects, the State has deemed that the program provides benefit to the participating communities and has opened another round of applications to more cities. The revenues from home rule could fund or catalyze many of the recommendations included in this section on transformational change.

Home rule requires that the business and occupation tax be reduced but without any guidance on how much or in what classifications these reductions occur. In conversations with the City staff, it is their intent to recommend to the City Council a reduction

in the B&O tax at a yet undetermined amount. However, over the period of 2015-2019 when the one-cent sales tax would be in effect, there would still be some B&O tax collected. Hence, there will be a four-year windfall of tax revenues by collecting both the one-cent sales tax and some amount of a reduced B&O tax. City staff believes there could be as much as \$2.5 million a year over a four-year period by having a combination of these two tax sources (\$10 million over four years). This windfall is a prime opportunity to address efforts to transform Martinsburg to a City of economic opportunity.

**Lead organization for implementation:** City of Martinsburg

**Best practice example:** City of Huntington was among the first cities in the home rule pilot project. The City initiated a one-cent sales tax and eliminated the B&O tax on manufacturers by 100%. The cuts were determined by the revenues produced from the B&O tax (financial impact) and the City's desire to encourage continued activity in the manufacturing sector. At the launch, the City then eliminated the B&O tax by 50 percent for services and retail. No cuts were made to the tax on the construction sector. After five years, Mayor Steve Williams hails the change given the tremendous success of home rule. The City needed to show its willingness to work with business and reduce taxes but also needed to ensure the revenue streams to fund needed services and initiatives. Reducing the B&O tax and replacing it with a one-cent sales tax has been a success. Huntington plans to eventually eliminate the B&O tax for residential construction so as to incentivize residential construction. Mayor Williams noted in a phone interview with Garner Economics that the home rule tax initiative increased revenues in Huntington, even after reducing B&O tax collections.

**Cost:** Potential net gain of revenue of as much as \$10 MM over four years.

**Leverage brownfield/greenfield and blighted sites within the City to spur economic development and growth**

**Observation:** The City of Martinsburg is relatively limited in the parcels of land it has available for development. Additionally, the City contains many sites that are indicative of the community's heritage and history but that are currently not being used to their highest potential. The trend towards renewal of older core areas has proven to be a successful catalyst in revitalization efforts throughout the country. Martinsburg has several opportunities to leverage that trend.

**Recommendations:** Given the assessment of target businesses and a survey of the available building stock in the City, the City of Martinsburg has the opportunity to make a few strategic investments to demonstrate the types of development it hopes to inspire, as well as embark on the plan to build its future economy. Such investments should be strategic and have the effect of encouraging additional private-sector investment. The projects should also focus on the target business sectors identified in Chapter 2.

**5. Advocate for new tools and partnerships to fund transformational redevelopment activities in the City.**

Not all of Martinsburg's transformational projects will fall within the central business district. For revitalization projects outside the core, Martinsburg should look to leverage its activities with the various programs within the state as well as coordinate with agencies that have jurisdiction over the desired changes to ensure redevelopment can take place as efficiently as possible. Rather than attempt to undertake such redevelopment projects unilaterally, the City should work to leverage state and federal funding from multiple agencies and place a priority on those investments. Such coordination will demonstrate the need and desired result to state and federal agencies (and how Martinsburg is leveraging its funding to augment local efforts). It will also help the City fast track those projects since the necessary players, impacts, and leverage points have already been identified as community revitalization priorities. The holistic approach will also ensure that the economic development efforts complement or augment other city and state goals, for example transportation improvements and/or housing and community development goals.

**Lead organization for implementation:** City of Martinsburg; WV Legislature

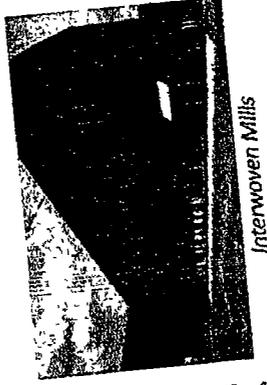
**Best practice example:** In 2011, the State of Indiana launched the Stellar Communities Initiative, a collaboration between the Office of Community and Rural Affairs, the Indiana Housing and Community Development Authority, and the Indiana Department of Transportation to expedite priority infrastructure and development projects in the state. The program pools funding sources to assist communities in achieving their long-term comprehensive strategic goals for targeted areas of their community.

<http://www.in.gov/ocra/2601.htm>

**Cost:** Not applicable

**6. Proactively spur redevelopment at key sites to catalyze targeted economic activity.**

In addition to identifying tools to fund redevelopment and the strategic use of green space, Martinsburg should consider a demonstration project that will illustrate an aspect of the City's desired vision as well as serve current or short-term needs.



Interwoven Mills

Given the architectural and historic significance of the Interwoven Mills, Martinsburg could consider using that facility as one of its non-central business district focal points. In addition to showing how redevelopment can be done, the City could also strategically place activity there that would further some of the other economic development goals, such as a **small business incubator** or business accelerator that could provide mentorship. Moreover, anchoring the site with an activity that is indicative of Martinsburg's future path will serve as a dual reminder of the City's commitment to change.

**Lead organization for implementation:** The City could take on the redevelopment itself or highly incentivize a private developer to do so with the understanding that the City will place a business incubator or accelerator in the facility and encourage synergistic activity to locate there.

**Best practice examples:** The Lehigh Valley Economic Development Corporation has created the Lehigh Valley Land Recycling Initiative to promote economic development through the reuse of abandoned and underutilized commercial and industrial properties (brownfields). The initiative helps site owners and developers identify financial assistance for environmental assessment and remediation work at brownfield sites and assists on technical

matters such as grant/loan application preparation, environmental work plan preparation, and the completion of buyer/seller agreements. The Initiative also serves as an intermediary between all the parties involved with a brownfield transaction, allowing for the smooth and efficient redevelopment of brownfield sites.

<http://www.lehighvalley.org/resources/incentive-programs/lehigh-valley-land-recycling-initiative/>

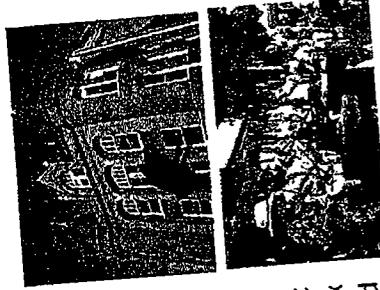
Cost: Unknown

- 7. Provide financial incentives to, and simplify procedures for, businesses seeking to redevelop properties in both the core business district and the City in total.

As a corollary to increasing the business-friendly nature of doing business in the City, efforts should be made to create structures that assist and encourage businesses that wish to redevelop properties there.

The City of Martinsburg recently created a Martinsburg Downtown Development District where certain economic and tax incentives are available to businesses and property owners in the District. This District was created for the purpose of encouraging reinvestment in real properties, thus promoting the growth of the Martinsburg Downtown District. Businesses located within the District receive a 10% credit against the business and occupation tax liability.

While such financial incentives are helpful to businesses, Martinsburg should also look to provide other incentives and guidelines that encourage redevelopment that is aligned with the vision and goals of the core business district and the City as a whole. The policies should encourage businesses and property owners to



enhance their building's appearance and create a positive image for the community. In addition to the existing tax credit for Downtown investment, Martinsburg could consider programs for the entire City such as financial assistance to restore storefronts and facades or design assistance to encourage renovations that protect the historic integrity of the building but are in line with codes and other building regulations.

**Lead organization for implementation:** City of Martinsburg

**Best practice examples:** The examples listed below are cities that have made efforts to restore either their historic downtown core or those that have no restriction on providing financial assistance to any location in the entire city and have used a wide range of programs to incentivize investment. These include tax abatements, cash grants, low interest loans, and more. Winchester, VA has a real estate development revolving loan fund that provides market-rate gap financing for small to medium-sized mixed-use real estate development of vacant or underutilized properties.

Financed by a TIF, Tipton, IA maintains an "acquisition assistance" program that reimburses purchasers of downtown properties up to \$5,000 of selling costs (realtor or closing costs) and \$2,500 against the purchase price of the building.

Nashville, TN has a blighted properties grants program. The City may make grants to developers who invest in blighted property and the purpose of stabilizing the value of the neighborhood and increasing the value of the facilities being constructed or rehabilitated on blighted property. Such grants shall be made from funds appropriated by the council from the general fund.

The grants are used for the sole purpose of constructing or rehabilitating the exterior portions of commercial property located within a redevelopment district approved by the metropolitan council and having a property value not to exceed \$1,000,000 at the time the grant application is made.

The amount of the grant shall be 10 percent of the documented investment of the developer up to a maximum grant amount of \$50,000.

- <https://www.winchesterva.gov/economic-development/business-development-grant-program>
- <https://www.winchesterva.gov/economic-development/commercial-facade-program>
- <https://www.winchesterva.gov/economic-development/revolving-loan-fund-program>
- <https://www.winchesterva.gov/sites/default/files/documents/planning/incentives-brochure.pdf>
- Tipton, IA - [http://www.tiptoniowa.org/webres/File/TEDCO/Tipton DRIP Application.pdf](http://www.tiptoniowa.org/webres/File/TEDCO/Tipton_DRIP_Application.pdf)
- Stillwater, OK - <http://www.downtownstw.com/development/incentives>
- Hutto, TX - <http://www.huttotx.gov/index.aspx?NID=711>
- Nashville, TN - [http://www.nashville.gov/mc/ordinances/term\\_2011\\_2015/b12\\_013\\_420.htm](http://www.nashville.gov/mc/ordinances/term_2011_2015/b12_013_420.htm)

**Cost:** \$500,000 – \$1 million in a revolving loan fund

#### 8. Develop an area near the Byrd Health Sciences Center Eastern Division to serve as a research and technology park in Martinsburg and actively recruit appropriate businesses, industries, and supporting organizations to locate there.

Given the high concentration and high potential of medical and healthcare-related activities in Martinsburg, the City should take the lead to leverage the Byrd Health Science Center to attract the types of medical research, medical product manufacturing, and other appropriate entities to the City. The City could purchase property near the Center and create a city-owned business park and use it to attract economic activities that sustain economic growth and encourage development of the proposed target businesses.

In addition to providing a home for such activities, the City should work to connect those tenants with the Byrd Health Science Center. The City should be the catalyst in the development of such an area and work to ensure that the park tenants have access to the programs to strengthen the business climate, as well as activities specifically targeted to encourage growth and expansion in the medical research & medical product manufacturing sector.

**Lead organization for implementation:** The City of Martinsburg/City Development Authority would purchase the land and actively market it to the appropriate tenants. The City would also remain engaged with the tenants to encourage activity and relationships with the Byrd Health Science Center and other businesses and economic development activity in Martinsburg.

**Best practice examples:** City of Bloomington, IN - Certified Technology Park - <http://bloomington.in.gov/ctp>

**Cost:** Unknown

Improve the marketability of the City by focusing on beautification efforts.

**Observation:** The perception that Martinsburg is uninviting and rundown was noted by several in the focus groups and widely in the electronic survey results. Especially compared to peer cities, Martinsburg does not "show" well and the perception of the City by some locals, visitors, and the media is not entirely positive. Efforts to enhance the aesthetics of the City and brand key gateways more effectively would make the City more inviting and be a concrete symbol of the change taking place to enhance the City.

**Recommendations:**

9. Create a Martinsburg-based "Keep America Beautiful" campaign.

The beautification project would be a way to make an immediate impact on the brand of the City. Model programs such as "Keep America Beautiful" would be a relatively easy way to mitigate the negative perceptions. The City could recruit another organization such as the Martinsburg-Berkeley County Chamber of Commerce or the Visitors Bureau to be the lead on the campaign and create its own 501 (C) 3 status as a not-for-profit tax-exempt organization. Existing businesses would also be engaged and see the positive impact of the City's action.

"Our Downtown and City look depressed—we don't have an authentic experience to offer and many of the buildings need to be refurbished or are in disrepair. There is nothing to attract people to the City or make them want to come here."

—Focus Group Participant

**Lead organization for implementation:** The City of Martinsburg in cooperation with other community organizations.

**Best practice examples:** Keep America Beautiful is the nation's leading nonprofit that brings people together to build and sustain vibrant communities. The network of more than 1,200 affiliate and participating organizations works with volunteers to help take action in their communities through tested programs that improve the cleanliness and aesthetic appeal of those communities.

[http://www.kab.org/site/PageServer?pagename=grants\\_home](http://www.kab.org/site/PageServer?pagename=grants_home)

The City of Mobile, AL has adopted such a program: <http://keepmobilebeautiful.org/>

**Cost:** \$50,000/year

10. Create a plan to improve gateways into the City—including new signage and landscaping in concert with the identified future vision for Martinsburg.

As noted in the 2004 Downtown Martinsburg plan, and as reiterated by focus group participants and survey respondents, the gateways into Martinsburg are either nondescript or are in disrepair. As a way to welcome both visitors and potential businesses, the City should work to improve major gateways by enhancing landscaping and creating signage that clearly indicates entrance into the City's boundaries and into the historic downtown and the central business district. By improving the overall appearance and creating a unified brand, the City can make itself more distinct.



Augusta, GA Signage

**Lead organization for implementation:** City of Martinsburg

**Best practice examples:**

- **Augusta, GA:** The City of Augusta, GA formed a public/private partnership between the Georgia Department of Transportation, the Augusta Convention and Visitors Bureau, local businesses, and concerned citizens to work on several projects aimed at beautifying the City's major corridors. For each of these projects, the group has commissioned plans, conducted bids, managed construction, and continues to oversee on-going weekly landscape maintenance.

<http://www.augusta.gov/index.aspx?NID=1695>

- **Jersey City, NJ:** The Jersey City, NJ Gateway Beautification program sought to enhance the appearance of the Gateway areas and to make them safer by upgrading planting and maintenance of trees, shrubs, evergreens, and flowering plants, and the installation of paved walkways and crosswalks, decorative steel fencing, flag and banner poles, and lighting. The program is run by the Jersey City Division of Economic Development.

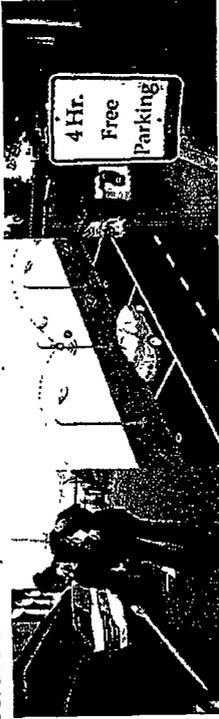
<http://www.icedc.org/Pages/beautification.html>

**Cost:** Unknown

**Revitalize the core business district so that it serves as the heart of Martinsburg's economic activity and a catalyst for change.**

**Observation:** Data from the *Competitive Realities Report* suggest that the central nature and unique architecture of the central business district are key assets that are currently underutilized in creating a character for the City. If Martinsburg is hoping to attract more activity Downtown, it must create the physical infrastructure and amenities that will ensure that talent and companies want to

locate and be active there. Additionally, change is needed if the core is to compete with other areas in terms of its retail outlets and



the services and amenities they offer. In addition to beautification efforts and initiatives to define the area, such revitalization will include the amenities that visitors and companies can find in other parts of the City as well as targeted amenities to attract the types of activity the City desires.

**Recommendations:**

**11. Eliminate short-term parking fees (parking meters) in the King and Queen Streets to encourage visitors to go Downtown to do business.**

Because there is a perception that parking is considered over-regulated in Martinsburg, many potential customers are deterred from frequenting businesses Downtown. While the City receives some revenue from parking meters (a net of about \$40,000 per year) and must, understandably, place regulations so that people working Downtown do not monopolize spaces, the City could relax

**Martinsburg's Downtown is uninviting because of a perception of being unsafe and having strict parking, especially when compared to other places and nearby cities that have invested heavily in making their downtowns a destination."**

—Focus Group Participant

parking regulations in certain areas that are high traffic to retail businesses so as to make Downtown more attractive to consumers without tremendous increases in costs or loss of all parking revenue.

**Lead organization for implementation:** City of Martinsburg and Parking Authority

**Best practice examples:** In redeveloping its downtown, Franklin, TN recognized that it was competing with shopping malls and centers for retail visitors. In an effort to compete with the amenities offered those customers, the city instituted changes to its parking system and allowed for four hours of free parking in areas proximate to its downtown retail corridors. Providing free parking was a "loss leader" initiative in that it came at a cost to the city; however, the city believes the small expense per visitor has been invaluable to attracting retail customers downtown and signaling its desire to make the downtown a visitor-friendly place to rival shopping centers and support local businesses.

**Cost:** Net loss of approximately \$40,000 +/-

**12. Transform the Roundhouse into a community gathering area, visitor's center, and train/city museum with exhibits that engage the community and leverage Martinsburg's history.**

As an iconic symbol of Martinsburg's historic importance as a hub of transportation, the Roundhouse could be leveraged as another redevelopment to celebrate Martinsburg's rich history as well as enhance the appeal of Downtown. As the 2004 Downtown plan envisioned, the Roundhouse could be repurposed as a new visitor's center and museum and a gathering place for the community.

The Roundhouse would serve as a more permanent, ongoing attraction to augment the stores and restaurants there as well as the Friday Festivals and Farmer's Market.

**Lead organization for implementation:** The City should take the lead (in cooperation with the Berkeley County Council, the Berkeley County Roundhouse Authority, and the Berkeley County CVB), to transform the Roundhouse and move the current Visitor Center there.

**Best practice examples:** The Chama Roundhouse & Visitor Center introduces the public to the history of the region and its role in railroad transportation.

<http://rfp.coloradonewmexicosteamtrain.org/>

The North Carolina Transportation Museum and Bob Julian Roundhouse: the 37-bay Bob Julian Roundhouse, one of the largest remaining such structures, was built in 1924 and is one of the few preserved roundhouses remaining in the country. The building houses around 40 restored locomotives and rail cars.



Bob Julian Roundhouse

[http://www.nctrans.org/Exhibits/Roundhouse-1\).aspx](http://www.nctrans.org/Exhibits/Roundhouse-1).aspx)

**Cost:** Unknown

**13. Provide public free high-speed Internet access to enhance the visitor and resident experience in the core business district.**

Access to broadband infrastructure is critical to the development of distressed areas and is an enabling platform for rapidly growing business sectors such as e-commerce, social networking, online education, health IT systems, and delivery of public services. High-

speed connections are increasingly becoming a fundamental infrastructure element rather than a luxury for an area.

The City of Martinsburg should take action to build a free, high-speed wireless node Downtown. This effort will show residents, visitors, and entrepreneurs that the community has embraced technology and supports a mobile workforce. By working with appropriate vendors to create an area Downtown that has access to free, high-speed wireless Internet connections, the City will not only create an amenity that will draw activity to the area but will also provide an added utility and asset to some of the economically disadvantaged populations noted above. The Wi-Fi zone could be publicly sponsored or be supported by the provider.

**Lead organization for implementation:** City of Martinsburg working with private-sector providers and leveraging funds from the West Virginia Broadband Deployment Council.

**Best practice examples:**

- Alexandria, VA - <http://wirelessalexandria.com/>
- Amherst, MA - <http://amherstma.gov/index.aspx?NID=805>
- Anderson, IN - <http://www.cityofanderson.com/wifi.aspx>
- Ponca City, OK - <http://www.poncacityok.gov/index.aspx?NID=417>
- Mountain View, CA (in conjunction with Google) - [http://www.mountainview.gov/services/learn\\_about\\_our\\_city/free\\_wifi.asp](http://www.mountainview.gov/services/learn_about_our_city/free_wifi.asp).

**Cost:** Unknown (programs are typically subsidized by a government entity or private provider)

Create a "cool factor" in the core business district that will encourage families and young professionals to live, work, and play there

**Observation:** The compact nature of the Downtown area has potential for making the district more walkable and friendlier for pedestrians and residents. Currently, the Downtown is not seen as a viable alternative for young families or professionals as the negative manifestations of the City's transient population and the propensity of low-quality rental units in the district.

**Recommendations:** A first step will be reevaluating the 2004 Downtown Martinsburg study and assessing whether the goals set forth in the work still hold. They City should also look at which recommendations should be revisited and which were not undertaken and why. The City should also look at the recommendations with an eye towards what will get the City to its vision.

In the medium- and short-term, to most directly address the gaps identified in the *Competitive Realities Report* and to better position Martinsburg to attract the Downtown revitalization business targets, the following initiatives should be considered.

**14. Renovate Burke Street Elementary School and transform it into a STEM school for elementary and/or middle school students.**

While the Berkeley County public schools rank well, as noted in the CRR, Martinsburg does not have many graduates well versed in science, technology, engineering and math (STEM).

STEM education is an approach to teaching and learning that integrates the content and skills of science, technology, engineering, and mathematics. STEM instruction also integrates the combination of behaviors, integrated with STEM content, which are expected of



Burke Street Elementary

a proficient STEM student. These behaviors include engagement in inquiry, logical reasoning, collaboration, and investigation. The goal of STEM education is to prepare students for post-secondary study and the 21<sup>st</sup> century workforce.

STEM experiences that begin with the elementary-age student foster lifelong learners. During the school day, students engage in STEM practices as part of their ongoing classroom instruction. The current home of the school (Burke Street) has historic significance but needs renovations to provide facilities on par with what families could find at other schools in the City. Renovating the school and giving it a STEM focus would serve two purposes—it would help fill the pipeline of STEM students in the City as well as attract young families to the core to take advantage of the innovative program.

**Lead organization for implementation:** Berkeley County Schools

**Best practice examples:** Research Triangle High School in North Carolina is a charter high school adjacent to the Research Triangle Park that seeks to leverage the access and possible interaction with leading high-technology and research oriented companies in the region to provide a STEM-focused education for students. The school blends digital content and experiential learning to develop young people into mature, sophisticated thinkers with capacity in the math and science fields.

<http://www.researchtrianglehighschool.org/>

Other examples:

- Frederick County Public Schools - <http://www.fcps.org/stem>
- Hillsboro School district - <http://www.hsd.k12.or.us/Academics/Programs/OptionsPrograms/STEMSchools.aspx>

Cost: Unknown

### 15. Advocate for renovations and improvements at the Apollo Theatre and support its efforts to enhance the arts and culture in the City.

Arts and culture in a community are important, not only to enhance quality of place but also to leverage the region's creative talents to drive high-quality economic growth. The combination of cultural, historical, social, and recreational assets define Martinsburg and are, thus, vital to a City's competitiveness in attracting talent and building a sense of community.

An anchor to this culture is the Apollo Theater, located at the intersection of East Martin Street and North Spring Street. It is an icon of Martinsburg and an example of the importance of arts and culture to the community. While the City need not take control of the theater, it can work to support current renovation activities—either with resources or by finding creative ways to expedite the renovations. In a similar vein, the City should look for other ways to leverage ongoing activities and nurture the burgeoning culture.

**Lead organization for implementation:** The City of Martinsburg should support and partner with the Apollo Theatre and the existing efforts to grow the City's arts and culture infrastructure by encouraging growth in arts-related business like the Apollo or encouraging activities to raise the visibility and dynamism of the local arts scene.



Apollo Theater

**Best practice examples:** The Franklin Theatre, Franklin, TN  
<http://www.franklintheatre.com/our-story/>

Cost: Unknown

**Take proactive steps to improve the business climate and customer service experience in the City**

**Observation:** Feedback from the focus groups and the electronic survey indicated that the perception of the City's support for economic development and its customer service is mixed. The City of Martinsburg should work with the applicable city departments to foster a uniform, enterprise-friendly business environment in the City, identify ways to decrease delays and uncertainty, and to clarify regulations of doing business in the City. This would include addressing perceived inconsistencies in the permitting process and conflicting information received from different city departments.

**Recommendations:**

16. Adopt ordinances that encourage landlords (local and absentee) to improve their properties and encourage homeownership—especially in the core business district—by enticing families and young professionals to move there and to increase overall property values.

One way to catalyze activity and growth in downtown areas is to encourage residential activity. The live, work, and play activity brought by residents serves the purpose of encouraging and sustaining other activities. Christopher B. Leinberger of Brookings Institution detailed the best practices and critical path followed by other municipalities looking to revitalize their downtown. Encouraging residential growth is one of the early success factors of communities that have done well.

The housing stock in downtown Martinsburg has much potential. However, currently, the majority of the properties are not owner-

occupied and the rental properties tend to cater to residents who are not invested in the long-term vibrancy of the community.

The City should enact incentives to encourage landlords to improve their stock. This could be in a combination of training and tools, rewards for improving properties, and working with neighborhood groups to encourage change. As an Entitlement Community for the Federal Community Development Block Grant Program, Martinsburg should better leverage requests and funding from the US Department of Housing and Urban Development to address these needs.

Additionally, incentive funds from either home rule revenue sources or from the B&O tax could be used as leverage to incentivize developers and property owners to rehabilitate and renovate properties.

**Lead organization for implementation:** City of Martinsburg

**Best practice examples:**

- Ogden, UT - [http://www.ogden.city.com/en/doing\\_business/business\\_licensing/good\\_landlord.aspx](http://www.ogden.city.com/en/doing_business/business_licensing/good_landlord.aspx)
- Milwaukee, WI - <http://city.milwaukee.gov/Landlordtraining>
- Boise, ID - <http://pds.cityofboise.org/planning/comp/neighborhood/neighborhood-reinvestment-grants/>

**Cost:** Unknown

### 17. Adopt and enforce ordinances to curb loitering and panhandling in the core business district.

Panhandling and loitering contribute to the perception that the core business district is unsafe. Participants in the focus group report that enforcement of existing regulations is lacking and that, in many cases, the onus is on the business owner to report activity to call for enforcement action, but many businesses are hesitant to do so.

**Lead organization for implementation:** City of Martinsburg

**Best practice examples:** Most cities face similar problems and have used a combination of regulations, curfews, and programs to empower business owners to curb the negative effects of such activity. Some, such as Spokane, WA have deliberately reconfigured places in their cities that encourage loitering by removing seating and playing music that is not popular with the demographic groups that tend to loiter. The City of Minneapolis created a "Crime Prevention through Environmental Design" program to provide examples of how to make properties less amenable to trespassing and loitering through physical changes such as fencing, lighting, landscaping, and posting signs. Similarly, Indianapolis' Downtown Alliance has a program to train staff at businesses in how to deal with panhandlers and encourages uniform responses from all businesses.

- [http://www.minneapolismn.gov/www/groups/public/@mpd/documents/webcontent/convert\\_274447.pdf](http://www.minneapolismn.gov/www/groups/public/@mpd/documents/webcontent/convert_274447.pdf)
- <http://www.indvdt.com/PanhandlingYouHelp.cfm>
- <http://www.theatlanticcities.com/technology/2012/03/pink-lights-talking-cameras-and-high-pitched-squeals-worlds-weirdest-anti-loitering-technologies/1533/>

**Cost:** Not applicable

Grow the City's talent pipeline in areas that will support Martinsburg's envisioned economic future



**Observation:** Tomorrow's companies will demand different skill sets. The next generation of Martinsburg's workforce will need to be well-educated, adaptable, and agile to meet growing, global competition and serve the needs of the different types of businesses the City hopes to attract. While Martinsburg has the fundamentals in place to begin to attract the business targets, it must also be able to produce the types of workers that will help these businesses thrive. Data and feedback from the focus groups and electronic survey suggests that Martinsburg's workforce often cannot meet business needs.

In our focus group with employers, in addition to the electronic survey feedback, it quickly became evident that most employers are having difficulty finding a skilled and talented workforce. Also, in the opinion of many of the employers, there may be a disconnect between what the end-user (the customer) needs and what is being taught in the schools.

**Recommendations:**

**18. Create career paths to build the talent that will be demanded by the target business and industries and Martinsburg's future economic vision.**

The utilization of career academies or career pathways in middle and high school, coupled with a curriculum that meets the needs of businesses in the identified clusters will help sustain and grow the talent pipeline in Martinsburg. Potential ways the City could do this include promoting an Early College High School initiative by Berkeley County Schools.

Early College gives high school students the ability and option to graduate from high school not only with a diploma but also with an Associate in Arts degree from an area community college or two years of credit hours from a four-year university. This initiative has grown in popularity over the years and is especially liked by employers since it allows students to be more prepared when entering the workforce.

**Lead organization for implementation:** Berkeley County Schools; two and four-year academic institutions located in Berkeley County;

**Best practice examples:**

- <http://www.earlycolleges.org>
- <http://www.lcsedu.net/departments/public-information/why-we-stand-out/>

**Cost:** Unknown

"For skilled workers, it is hard to attract people who are not already commuting to another market. It is especially difficult to keep talent in high-demand areas such as mechanics or healthcare workers."

—Focus Group Participant

**19. Engage existing companies in building the future workforce through mentoring and internship opportunities.**

As Martinsburg pursues the target business, the City should create career awareness of the target occupations through internships. In the focus groups with employers, a concern identified was a lack of awareness of existing firms and job openings within the City.

**Lead organization for implementation:** Berkeley County Schools

**Best practice example:** One example is the "Intern to Earn" program sponsored by HIRE, an alliance of colleges and universities in the Louisville, KY region. It is a program for identifying internship opportunities. The program works to improve the talent pool of workers and young talent in the Louisville area by recognizing that interns tend to return to the communities in which they interned, if they even leave the area in the first place. The program is sponsored by the Greater Louisville Chamber of Commerce.

<http://www.greatertoliveville.com/InternToEarn/>

**Cost:** Unknown

**20. Improve graduation rates by promoting entrepreneurship among the City's youth.**

Most new jobs in the United States are created by entrepreneurial and innovative firms of all sizes. Several cities have engaged youth in entrepreneurship both to build a pipeline of future companies but also to excite and empower disengaged, low-income students to increase their chance of graduation by focusing talents and energies on a specific goal. Martinsburg could replicate such a program to serve two of its economic development needs by working with Berkeley County Public Schools to offer entrepreneurship curriculum as a daily, credited class in high schools. The City's economic development office could serve as a liaison between the schools and entrepreneurial talent in the community to supplement the current curricula with the real-life experience of running their own small businesses. Such experiential learning will reinforce critical academic skills and motivate at-risk students to stay in school.

**Lead organization for implementation:** City of Martinsburg in cooperation with Berkeley County Schools and local businesses.

**Best Practice Examples:**

- **Lynchburg, VA** engages young people through *Grow One*, a practical, hands-on experience in starting and running a business. Additionally, the Young Entrepreneurs Academy, or YEA!, is an educational program that takes students in grades 6-12 through the process of starting and running real businesses over the course of a full academic year.
- **The BUILD** partners with schools in the San Francisco Bay Area; Washington, DC; and Boston, MA to provide entrepreneurship curricula to supplement school programs based on the core values of education, financial responsibility, and building self-confidence.

<http://build.org/home>

**Cost:** Unknown

## TELL THE STORY (MARKETING)

In creating a new trajectory for Martinsburg's future, the City and its new OECD have the opportunity to tell the story better and be a more effective spokesperson for the economic dynamism of Martinsburg.



Downtown Martinsburg

**Strategy:**  
Tell Martinsburg's economic development story more effectively to potential companies and investors

**Goals/Results:**  
Martinsburg is better able to attract the types of companies that will make it competitive for years to come and produce wealth-creating opportunities for its citizens

**Actions:**

1. Initiate a branding effort with entities representing the surrounding region and be engaged in that effort to build a brand for Martinsburg.
- Observation:** Martinsburg has no brand identity. The various organizations that are involved in promoting the City and County all have different messages, taglines, and logos. Some would argue that because of the different audiences these organizations have working to communicate to, there is no way that a unified brand can be developed. This is a fallacy that holds back communities that operate in silos. Successful communities work together to pool their marketing resources so that there is a consistent message,

identity, and approach—and then leverage these resources to achieve a greater sphere of influence.

In the July 2013 edition of Delta Sky Magazine, a special insert was produced highlighting the different geographic areas of West Virginia. In the section on the Eastern Panhandle, there was no mention whatsoever of Martinsburg or Berkeley County, even though both the City and County are the most populated of the municipalities of the Eastern Panhandle. This was a missed opportunity for both the City and County since Delta Sky Magazine is read by millions of people on a monthly basis. See example at [http://www.pageturnpro.com/MSP-Communications/51487-West-Virginia/default.html?bookurl=51487\\_page/16](http://www.pageturnpro.com/MSP-Communications/51487-West-Virginia/default.html?bookurl=51487_page/16).

**Recommendation:** Groups that have some form of external marketing effort, led by the OECD, should create a unified external brand identity for the County based on the feedback noted above. Using a unified message and graphic identity will help in global brand awareness and encourage pooling of marketing dollars and efforts. The City/County will need to brand itself effectively with an external moniker to leverage marketing opportunities. The collective groups should engage a firm that specializes in branding, which is highly specialized and different than a firm that is engaged solely in marketing or advertising.

**Lead organization for implementation:** OECD to serve as a facilitator, but the Chamber of Commerce, CVB, Berkeley County Development Authority, Main Street Martinsburg and Berkeley County Council will all need to be engaged in the process.

**Best practice examples:**

- Lee's Summit, MO - <http://www.yourstrulyis.com/#/>
  - Kokomo, MO
- Cost:** Brand development \$25,000



2. Create a website page/portal for economic development efforts in the City of Martinsburg to better tell the story of what Martinsburg has to offer as a vibrant business location.

**Observation:** A community's promotional website is the most important marketing tool and Martinsburg will be no different in that regard. Once the OECD is created and staffed, the first order of business as it relates to marketing the City of Martinsburg will be creating a website that will have a separate portal than the existing City website. The information that will be disseminated by the OECD will be detailed and voluminous, and the use of maps, and perhaps videos, will give the design of this new website a much different feel than the City's existing site.

**Recommendation:** This new website will need to be designed to offer the resources that meet the specific needs of the OECD's audience (customers). The City will need to engage a web developer to create a site once administrative management of the OECD has been determined. Our recommendations for the OECD website include:

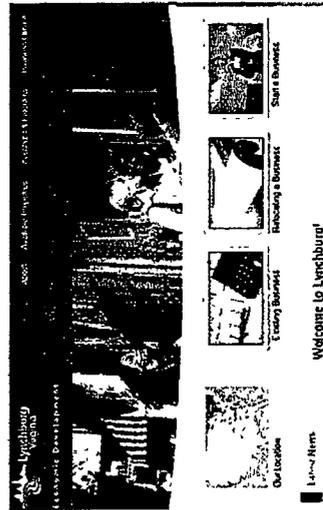
- Put globally positioned contact information (especially phone) at the top of each page and on all downloadable material.
- Use the economic and labor data from the previously published *Competitive Realities Report (CRR)* to populate the website. The data from the CRR is comprehensive and will allow potential investors the ability to evaluate Martinsburg effectively.
- Write a central home page paragraph that describes the site's purpose and the mission of the OECD.
- Integrate optimized, branded, thematic maps throughout the site to orient and inform the audience as they read related text.

*Website recommendations, continued*

- Add data to increase substance to the site, focusing on data desired by site selectors, small businesses, and potential investors to the City.
- Have navigation to better serve your audiences. Consider orienting navigation by audience type and for each of the four business sector targets.
- Use a PDF creator so your visitors can customize documents on the fly.
- Improve traffic to the site by focusing on search engine optimization in your site redesign.
- Include social media applications in your web strategy.

**Lead organization for implementation:** City of Martinsburg**Best practice examples:**

- Lynchburg, VA - <http://www.opportunitylynchburg.com/>
- Maricopa, AZ - <http://www.maricopa-az.gov/web/economicdevelopment>
- Wichita, KS - <http://www.wichita.gov/Government/Departments/Economic/Pages/default.aspx>

**Cost:** \$25,000**3. Develop marketing collateral, media, and public relations efforts to communicate the City's economic development assets to target business sectors.**

**Observation:** The OECD, as an embryonic organization charged with promoting the City of Martinsburg for economic development purposes, will need to develop the appropriate marketing materials to effectively do its job. These materials do not currently exist specifically for the City of Martinsburg.

**Recommendations:** Create a monthly e-newsletter (for external audiences) that communicates newsworthy items of interest for potential investors, site location consultants, and economic development allies.

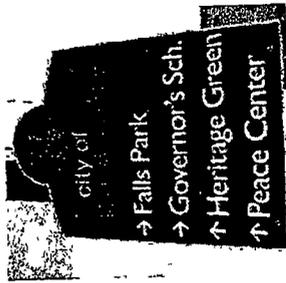
- Develop a branded PowerPoint template and slide library that can be drawn from when creating custom sales presentations.
- Produce a City overview brochure highlighting the key business-competitiveness advantages and resources of the City and region.
- Create target audience datasheets highlighting the region's assets specifically to the profiled sectors.
- Acquire software and online tools to facilitate contact and prospect management.

**Lead organization for implementation:** City of Martinsburg

**Best practice example:** The City of Lynchburg, VA - <http://www.opportunitylynchburg.com/>

**Cost:** \$15,000

#### 4. Implement a wayfinder system in the City to brand the area and create a more user-friendly visiting experience.



**Observation:** "Regions, cities, and towns of all sizes and aspirations understand that the reality of today's economy and the high level of competition for the public's attention demand a clear and distinctive identity. Many are looking to urban wayfinding programs for that one-two punch: a stronger identity and clearer directional wayfinding for visitors. Like a

friendly face at the local visitors' center, a well-designed brochure, or an information-rich website, a wayfinding program reinforces the message that a city is well-planned, organized, safe, and caring. If a visitor can easily find their way around, they are more likely to return and tell others of their enjoyable experience."<sup>1</sup>

As noted in the Transformational Assets and Initiatives section, an enhancement of the beautification of Martinsburg is a necessity. Martinsburg has a tired look and needs a makeover to give it a fresh feel. Along with other activities and initiatives noted elsewhere, a wayfinder system (signage) installed throughout the City would add to the efforts to enhance the City's environment. A wayfinder system is a series of directional and destination signs installed throughout the City meant to guide travelers to popular destinations and services. The system is designed for easy mapping of neighborhood-to-neighborhood routes with the intent of creating a coherent pattern of travel in the City.

<sup>1</sup> <http://sdgmag.com/article/implementing-successful-urban-wayfinding-program>

**Recommendation:** The City should execute the wayfinder system previously studied and now budgeted for by the City in its 2014 budget cycle.

**Lead organization for Implementation:** City of Martinsburg

**Best practice examples:**

- Franklin, TN
- Flagler Beach, FL
- Greenville, SC

**Cost:** \$400,000

5. Work with the current cable TV provider (franchisee with the City) to fully utilize Martinsburg's public access channel (channel 17) to broadcast City news and business.

**Observation:** In focus groups and dialogue with community residents and businesses, many expressed frustration that they were not aware of programs and initiatives being undertaken by the City that may impact them. The City Manager's office has made the consultant team aware of communication between the City Manager's office and the City Council on activities that impact the City. This communication shows significant activity and work to move Martinsburg forward. It is especially significant (and impressive) in the amount of activity that is occurring with a limited staff and resources. The point being that, for the exception of the City Council, many citizens and businesses simply aren't aware of the activity that is occurring. The key to any buy-in from local stakeholders is effective communication, which the City staff may not be doing enough of (again, based on staffing and resources).

Martinsburg has a cable access channel, channel 17, which according to the City Manager's office, is not well utilized. This is a missed opportunity for both city government and for the citizens of Martinsburg.

**Recommendation:** The Federal Communication Commission (FCC) notes that under Section 611 of the Communications Act, local franchising authorities may require cable operators to set aside channels for public, educational, or governmental ("PEG") use.

Public access channels are available for use by the general public. They are usually administered either by the cable operator or by a third party designated by the franchising authority.

Educational access channels are used by educational institutions for educational programming. Time on these channels is typically allocated among local schools, colleges, and universities by either the franchising authority or the cable operator.

Governmental access channels are used for programming by local governments. In most jurisdictions, the local governments directly control these channels.

PEG channels are not mandated by federal law; rather, they are a right given to the franchising authority (in this case, the City of Martinsburg, which it may choose to exercise. The decision whether to require the cable operator to carry PEG channels is up to the local franchising authority. If the franchise authority does

require PEG channels, that requirement will be set out in the franchise agreement between the franchising authority and the cable operator.

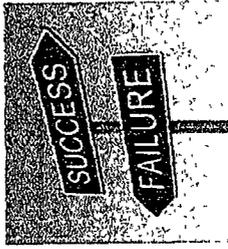
The City should staff and fund a person responsible for all of the City's IT services, and that would include the broadcast of events and activities related to City business. This may include broadcasting city council meetings, either live or recorded.

**Lead organization for implementation:** City of Martinsburg

**Best practice example:** Loudon County, VA - <http://www.loudoun.gov/index.aspx?NID=392>

**Cost:** First year cost of \$75,000, which would include administrative costs and the necessary equipment. Thereafter, the annual cost would be reduced based on the equipment and technology already acquired.

## CHAPTER 4: CONCLUSION



Martinsburg is at an inflexion point. While the City has several assets upon which to build a diverse and resilient economy, it also faces several challenges that must be addressed if it is to compete with surrounding cities. The City's location, its unique architectural assets, its transportation and logistics strengths, and its committed citizenry are solid foundations upon which it can build.

Nevertheless, perceptions of the lack of public safety, a tired and rundown central business district (and many other parts of the City), and the lack of focus on economic development activities further inhibit Martinsburg's ability to grow. It is necessary to take bold steps to transform Martinsburg given the competition it faces from other areas and the increasing mobility of talent and high-quality companies.

Through the *Rebirth, Renewal & Reinvention: A Transformational Economic Development Strategy for the City of Martinsburg*, Martinsburg can simultaneously take on a game-changing initiative to reinvent the City's core strengths while making long-term organizational and structural investments to ensure Martinsburg has a prosperous future. By taking a leadership position and building a future economic vision for Martinsburg, the City leadership can take bold, yet strategic steps that will transform the City into a place that attracts quality talent and companies.

In order to create such an advantage, however, the City will need to do things differently and with courage. It will need to take the lead in proposing state legislation for tools that will help it achieve its mission and make critical investments to mitigate current challenges and weaknesses. Having the power of home rule and directing those new funds to needed initiatives will be the first—and crucial—step.

Similarly, a more structured approach to economic development is needed so that the correct level of personnel and attention is paid to the City's economic growth.

As the City works to focus its marketing and attraction efforts and makes strategic changes to transform its business climate and the spaces and places where activity will occur, the City of Martinsburg will become a more competitive place for businesses. With added focus, the City can make huge strides in recapturing its prominence as a destination and core of activity along the I-81 corridor.

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Garner Economics would like to thank the City leadership and staff for their help and assistance during this process. Their compilation of data and past studies, as well as their openness and willingness to explore various opportunities to strengthen operations have contributed to the richness and rigor of this report.

**RECOMMENDATIONS SUMMARY**

Strategy	Goal	Action
<p><b>Organizational:</b> Build a customer-friendly economic development service delivery mechanism in the City and supplement City positions to focus on economic development needs</p> <p><b>Product improvement:</b> Develop transformational, game-changing assets and initiatives that set forth a future vision for Martinsburg and through well-planned, incremental change, create a place where future talent will want to live and thrive.</p>	<p>Martinsburg is better able to attract the types of companies that will make it competitive for years to come and produce wealth-creating opportunities for its citizens</p> <p>Martinsburg revitalizes its historic assets and tradition as a transportation hub and differentiates itself from other cities in the Eastern Panhandle. The City creates an environment that encourages the types of companies it wants to start, grow, expand, and relocate within its borders.</p>	<ol style="list-style-type: none"> <li>1. Create an Office of Economic &amp; Community Development (OECD) for the City and a City Development Authority (Cost: \$327,325)</li> <li>2. Create a City staff position (Director of OECD) to serve as both a catalyst and facilitator to achieve economic success (Cost: \$75,000)</li> <li>3. Create a one-stop permitting office to streamline the permit process as well as provide citizens with a central reviewing agency located in one office (Cost: Unknown)</li> </ol> <p><b>Establish and support a game-changing vision and initiatives for Martinsburg's economic future</b></p> <ol style="list-style-type: none"> <li>1. Conduct a citywide visioning effort by city ward (Cost: \$250,000 +/-)</li> <li>2. Advocate for creating/create Neighborhood Investment Zones (NIZ) (Cost: NA)</li> <li>3. Invest public dollars to build a signature building downtown (Cost: \$8 million +/-)</li> <li>4. Transition away from the current B&amp;O tax (home rule) (Cost: Net gain in revenue)</li> </ol> <p><b>Leverage sites within the City to spur economic development and growth</b></p> <ol style="list-style-type: none"> <li>5. Advocate for new tools to fund transformational redevelopment activities (Cost: NA)</li> <li>6. Proactively spur redevelopment at key sites to catalyze targeted economic activity (Cost: Unknown)</li> <li>7. Provide incentives to redevelop properties (Cost: \$500,000 - \$1 million in a revolving loan fund)</li> <li>8. Develop an area near Byrd Health Sciences Center as a research/technology park (Cost: Unknown)</li> </ol> <p><b>Improve the marketability of the City by focusing on beautification efforts</b></p> <ol style="list-style-type: none"> <li>9. Create a Martinsburg-based "Keep America Beautiful" campaign (Cost: \$50,000/year)</li> <li>10. Create a plan to improve gateways into the City (Cost: Unknown)</li> </ol> <p><b>Revitalize the core business district</b></p> <ol style="list-style-type: none"> <li>11. Eliminate short-term parking fees to encourage visitors to downtown (Cost: net loss of \$40,000)</li> <li>12. Transform the Roundhouse in to a community gathering area (Cost: Unknown)</li> <li>13. Provide public free high-speed Internet access (Cost: Unknown, though subsidies likely available)</li> </ol> <p><b>Create a "cool factor" in the core business district</b></p> <ol style="list-style-type: none"> <li>14. Renovate Burke Street Elementary School and transform it into a STEM school (Cost: Unknown)</li> <li>15. Advocate for renovations and improvements at the Apollo Theatre (Cost: Unknown)</li> </ol> <p><b>Take proactive steps to improve the business climate and customer service experience in the City</b></p> <ol style="list-style-type: none"> <li>16. Adopt ordinances that encourage landlords to improve their properties (Cost: Unknown)</li> <li>17. Adopt and enforce ordinances to curb loitering and panhandling (Cost: NA)</li> </ol> <p><b>Grow the City's talent pipeline to support Martinsburg's envisioned economic future</b></p> <ol style="list-style-type: none"> <li>18. Create career paths to build the talent in the targeted business and industries (Cost: Unknown)</li> <li>19. Engage existing companies in mentoring and internships (Cost: Unknown)</li> <li>20. Improve graduation rates by promoting entrepreneurship among youth (Cost: Unknown)</li> </ol>

Strategy	Objective	Tactics
<p><b>Product marketing:</b> Tell Martinsburg's economic development story more effectively to potential companies and investors</p>	<p>Martinsburg is better able to attract the types of companies that will make it competitive for years to come and produce wealth-creating opportunities for its citizens</p>	<ol style="list-style-type: none"> <li>1. Initiate a branding effort with entities representing the surrounding region and be engaged in that effort to build a brand for Martinsburg (Cost: \$25,000)</li> <li>2. Create a website page/portal for economic development efforts in the City of Martinsburg to better tell the story of what Martinsburg has to offer as a vibrant business location (Cost: \$25,000)</li> <li>3. Develop marketing collateral, media, and public relations efforts to communicate the City's economic development assets to target business sectors (Cost: \$15,000)</li> <li>4. Implement a wayfinder system in the City to brand the area and create a more user-friendly visiting experience (Cost: \$400,000)</li> <li>5. Work with the current cable TV provider (franchisee with the City) to fully utilize Martinsburg's public access channel (channel 17) to broadcast City news and business (Cost: \$75,000 first year)</li> </ol>

**Appendix**

**I. Sample Job Description for Director, City of Martinsburg Office of Economic and Community Development**

**DESCRIPTION:**

Performs complex professional and difficult administrative work in directing the industrial development activity of the City by performing the following duties.

**EXAMPLES OF DUTIES:**

- Initiates, develops, and maintains programs to encourage business and industry to locate and retain their location in the City;
- Prepares industrial brochures for distribution to interested business and industrial firms;
- Develops and administers a program of researching, collecting, and furnishing information and materials on the City's industrial location factors to business firms and companies seeking to locate in the City and coordinates the marketing of industrial sites and liaises with engineers, contractors, city officials, and industrial executives;
- Liaises, consults, and confers with the Industrial Development Authority, local industries, realtors, and advisory committees regarding developmental activity planning and implementation;
- Visits out-of-town industrial prospects and promotes relocation programs;
- Visits in-City industries and hears and assists with operational concerns and opportunities;
- Develops good relations between the City and the business community with other business and industrial promotion agencies and with the media and general public;
- Oversees the preparation and reviews budget, analyzes and projects expenditures and cash flows;

- Manages properties and implements development programs of the City of Martinsburg Development Authority.

**ADDITIONAL DUTIES AND RESPONSIBILITIES** include the following:

- Other duties to provide direct or indirect service to the citizens may be assigned.
- When unusual situations occur and/or the City Manager declares a State of Emergency, all City employees may be required to accept special assignments and perform as needed to ensure appropriate service delivery.
- Oversees and coordinates the work of consultants and contractors preparing industrial promotion materials;
- Delivers presentations regarding economic development activities;
- Prepares comprehensive reports as required;
- Member of City Manager's Leadership Team.

**SUPERVISORY RESPONSIBILITIES**

Supervises one employee in the Office of Economic and Community Development. Carries out supervisory responsibilities in accordance with the organization's policies and applicable City of Martinsburg laws. Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

**MINIMUM EDUCATION AND EXPERIENCE REQUIRED:**

**QUALIFICATIONS:** To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**EDUCATION AND EXPERIENCE:** Bachelor's degree with major coursework in economics or business administration, and extensive professional experience in economic development activities; or equivalent combination of education and experience.

**OTHER QUALIFICATIONS:**

**LANGUAGE SKILLS:** Ability to read, analyze, and interpret common scientific and technical journals, financial reports, and legal documents. Ability to respond to common inquiries or complaints from customers, regulatory agencies, or members of the business community. Ability to write reports, business correspondence, and procedure manuals. Ability to effectively present information to top management, public groups, and state and federal representatives.

**MATHEMATICAL SKILLS:** Ability to work with mathematical concepts such as probability and statistical inference, and fundamentals of plane and solid geometry and trigonometry as related to civil engineering.

Ability to apply concepts such as fractions, percentages, ratios, and proportions to practical situations.

**REASONING ABILITY:** Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to interpret an extensive variety of technical instructions in mathematical or diagram form and deal with several abstract and concrete variables.

**INTERPERSONAL SKILLS:** Advanced interpersonal and management skills, including conflict resolution and negotiation skills, to manage diverse and/or complex activities.

**OTHER REQUIREMENTS:**

Must successfully complete IS100 and IS700 National Incident Management (NIMS) training within 90 days of employment. May also be required to complete higher levels of NIMS training as determined appropriate for the position.

**PHYSICAL DEMANDS:**

**PHYSICAL DEMANDS:** The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The employee is regularly required to talk, hear, walk, stand, use hands to finger, handle or feel, and reach with hands and arms. The employee is frequently required to climb or balance, stoop, kneel, crouch, or crawl. Specific vision abilities required by this job include close vision, distance vision, and ability to adjust focus.



**WORK ENVIRONMENT:**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Most duties are performed in a normal office environment where the noise level is usually moderate. However, occasionally the employee must visit development sites where he/she is exposed to outdoor weather conditions.