

City Manager's Weekly Report

Friday, April 22, 2016

Department:

Administration - City Manager

Notable Notes:

Mayor and Council -

Please find attached a cover letter and Organizational Assessment of the Downtown Newark Partnership (DNP) as presented to the DNP Board this week. The Board will discuss the report at its May meeting.

I attended the ICMA Northeast Regional Summit in Annapolis Thursday and Friday morning. Workshops and sessions of special interest included topics on Resilient Leadership; Organizational Health (developing cohesive teams; creating, communicating and reinforcing clarity); and staff meetings that create organizational engagement. This program provides some of the necessary CEU's required to maintain my credentialed manager status.

PW&WR Director Tom Coleman, Code Enforcement Manager Dave Culver and I attended at meeting at the request of our Lobbyist Rick Armitage and League President Carl Luft on HB200 which relates to accessible parking spaces. We were able to ask additional clarifying questions and share some additional information. Likewise we were made aware of some other entities concerns (UD, Christiana Hospital, other cities) and share our appreciation for the committee taking into consideration our earlier suggestions for clarification or concern.

Planning and Development Director Maureen Feeney Roser and I met with Newark Landlord Association (NLA) President Kevin Meyhew this week to discuss the Administration Warrant effort related to rental property inspections. We had shared the information and draft with him and our local legislators last week. No formal position of the NLA has been taken. Its our understanding a meeting of it members will meet and discuss this effort at its May meeting. A subsequent meeting was held with representatives of the NLA late Friday afternoon and led by Special Legal Counsel Walton and City Solicitor Heron. Lobbyist Rick Armitage was also in attendance, along with Planning and Development staff and me.

Activity or Project:

DEMEC

Description:

We have been informed that Fremont Turbine #2 has sustained an outage caused by high pressure path turbine blade damage. The incident is somewhat similar to our Unit #1 turbine outage of last year. The Fremont plant continues to operate in a 1X1 configuration (1 Combustion Turbine feeding the Steam Turbine). The service contract maintenance company, PSM, is on-site doing a root cause analysis of the failure and determining quickest route to repair and returning the unit to service. The cost of repair and the date of return is unknown at this time. AMP will purchase replacement power for participants during the outage. No significant operating expense is expected. The capital expense to repair Unit #2 is unknown at this time.

Status: In-Progress

Expected Completion: 4/20/2016

Execution Status: On Track

Activity or Project:

Description:

Status:

Expected Completion:

Execution Status:

Activity or Project:

Description:

Status:

Expected Completion:

Execution Status:

Department:

Alderman's Court

Notable Notes:

We held three court sessions this past week.

Activity or Project:

Court Sessions

Description:

We processed a total of 57 arraignments, 20 trials, 20 capias returns and held one violation of probation hearing. We videoed five prisoners from the various prisons this past week. In addition, we received a total of 868 payments for Court fines and Parking Citations over this last week, 413 of those payments were made on Govolutions or through PayPal for Parking Citations.

Status:

Completed

Expected Completion:

4/18/2016

Execution Status:

Completed

Activity or Project:

Description:

Status:

Expected Completion:

Execution Status:

Activity or Project:

Description:

Status:

Expected Completion:

Execution Status:

Department:

Community Relations

Notable Notes:

The last two weeks have been extraordinarily busy for the Communications team:

- Joined the Mayor, members of Council and the public in City Hall on election night to communicate the results via a press release and through social media.
- Attended a Planning Commission to tape several presentations to new commission members on their roles and responsibilities. This tape will be published and made available as a useful tool for current and new members to the commission.
- Staffed the April DNP board meeting, which was well attended and focused on the Organizational Assessment Preliminary Report and upcoming events including New Night and Food & Brew.
- Attended an information session on the application process for the Downtown Development District grants.
- Accompanied Mayor Sierer and Parks & Recreation Director Joe Spadafino to tape Newsmaker segments with Comcast. The segments featured the upcoming Mayor's Fun Ride, as well as the calendar of events for the spring and summer programs offered through the City.

In addition, the City of Newark has accepted and embraced the "Take a Bite out of Lyme Disease" Challenge, with several staff and council members participating, including the Mayor, members of Council, the City Manager, Director of Parks and Recreation, and Finance Director, among others.

The videos are posted on the City social media sites and have received overwhelmingly positive responses from across the country.

Graphic Design

- Updated Planning's Comp Plan on Website
- New Night Sponsorship Form Added to DNP Letterhead/Website, event page banner designed
- PWWR Applications for Standard Plan Approval Uploaded and Form Page Updated
- UDNI – Webpage Updated; Site Layout Map Developed; Postcard and website banner designed
- Budget Central – Updated Webpage for 2017
- Developed Newark's Youth's Got Talent Logo
- Wine and Dine Photos Added to DNP Website
- Everbridge Notices for Public Meetings and Water System Maintenance
- Election Results Page Updated
- Admin Day Celebration Invitation Designed
- Environmental Efforts Converted to PDF and Archived
- Updated Brandywine Graphics with New City Color and Font
- Meeting Notices posted
- Finalized Style Guide for distribution
- Updated Information on TV22, slowed the scrolling text down
- Updated DNP Website/contact information
- Created Memorial Day Poster and Memorial Day Facebook Event Page Graphic
- Created Newbark Pawlooza Poster
- Developed DNP Report Cover
- Cleveland Ave. Sub-Committee Archive Section Added to Website

Press Releases/Media Inquiries

- Mayor Polly Sierer Joins Sandy Hook Riders to Honor Gun Violence Victims, Seek Change (4/10/2016): <http://bit.ly/1qF4Sfn>
- City of Newark Announces New Finance Director (4/14/2016): <http://bit.ly/1MKyv9z>
- City of Newark Election Results (4/12/2016): <http://bit.ly/1Sy2dRg>
- City of Newark Recognized, Rewarded for Environmental Efforts (4/13/2016): <http://bit.ly/1r1Z1kE>
- Registration Open for 2nd Annual Mayor's Fun Ride (4/19/2016): <http://bit.ly/1VmWcYb>
- Lex Wilson, The News Journal, inquired about the status of the Newark Country Club with regard to its utility payments to the City.
 - Response: The NCC is current with all of its utility payments.
 - Resulting story: <http://www.delawareonline.com/story/news/2016/04/15/saving-last-newarks-open-space/83052698/>
- Karie Simmons, Newark Post, inquired about the number of voters in District 3 and 5 and the turnout for the April 12 election.
 - Response: District 3: total registered voters – 4,060; total voters in District 3 election – 341; turnout percentage – 8.4%. District 5: total registered voters – 2,135; total voters in District 5 election – 493; turnout percentage – 23.1%.
 - Resulting story: http://www.newarkpostonline.com/news/article_1d605e96-080a-5898-9b48-125b2ef09eaf.html

Activity or Project:

Staff/Council Portraits

Description:

It has been several years, with some staff and council changes, since professional portraits were taken. The City has hired Eric Crossan to conduct a portrait session with the Mayor and members of Council, as well as senior level City staff in order to have updated professional photos.

Status: In-Progress

Expected Completion: 5/9/2016

Execution Status: On Track

Activity or Project:

Website Redesign

Description:

Will be working with CivicPlus to update the City website. We are reviewing best practices in municipal web design and will be soliciting citizen input.

Status: Started

Expected Completion: 9/6/2016

Execution Status: On Track

Activity or Project:**Description:**

Status:

Expected Completion:

Execution Status:

Department:

Electric Department

Notable Notes:

The line crews continued working at the West Main Substation in preparation for the new transformer that is now expected to arrive late August or early September. They also fixed two hot spots requiring immediate attention as found by the infrared scan.

The line crews and electricians worked together to switch circuits so they could top off all the 34kV breakers with oil.

The Downes and West Park Elementary Schools are going to participate in the load reduction program this summer being run by PJM and DEMEC. In order to participate the meters at both schools need remote metering capabilities. Engineering has been managing the project which is to be implemented this week with cooperation from a contractor installing cellular communications and the City's meter technician installing special meters and isolation equipment. Engineering is also coordinating the return of a 50,000 lb. transformer that had failed and was sent out for repair in November. The transformer will be shipped back next week.

Activity or Project:

West Main Substation Reconfiguration

Description:

Installing a new circuit and poles and reconfiguring other circuits and poles at the West Main Substation in preparation for a new substation transformer currently being built and to be delivered later this year.

Status: In-Progress

Expected Completion: 10/31/2016

Execution Status: On Track

Activity or Project:**Description:**

Status:

Expected Completion:

Execution Status:

Activity or Project:**Description:**

Status:

Expected Completion:

Execution Status:

Department:

Finance Department

Notable Notes:

The budget process has kicked off with the development of a central portal for all Finance Department employees and Department Directors to access a centralized, shared file system, the launch of Budget Central 2017 (<http://cityofnewarkde.us/index.aspx?NID=940>), and the development of a preliminary budget schedule (see attached graphic, which is also featured on Budget Central 2017). Please review the tentative timeline for the budget review and approval process.

We conducted interviews for the Application Support/Backup Billing position in the Payments and Utility Billing (PUB) group, and we are hopeful that we'll fill the position soon.

Payments and Utility Billing

The group handled 497 phone calls the week of 4/11/16 with an average call length of 3:52 and an average hold & queue time (average speed of answer) of 1:33. Our Welcome Center staff greeted 256 visitors, while service calls initiated by Payments and Utility Billing in response to calls and visitors totaled 208 last week. The group also processed 2,955 utility payments and CityView transactions, 359 of which were imported automatically with our new electronic processes and 1,701 of which were imported via web, lockbox or preauthorized payment (PAP).

Accounting

Accounting staff have kicked off the rigorous year-end accounting close and financial reporting process, which includes the independent financial audit and the development of the 2015 Comprehensive Annual Financial Report (CAFR). Additional notes related to the audit process are reported in the projects below.

Activity or Project:

Independent Financial Audit

Description:

Work on the fund financial statements, CAFR footnotes and tables continues. The City received the 2015 OPEB valuation on April 12 from our actuarial consultants at Milliman, resulting in adjusting entries that were made in support of the GASB 68 pronouncement requiring that the unfunded portion of any pension and other post-employment benefits (OPEB) liabilities be reported on the City's balance sheet, which negatively impacts fund balance. Only a handful of open audit items remain.

Status: In-Progress

Expected Completion: 6/30/2016

Execution Status: On Track

Activity or Project:

Description:

Status:

Expected Completion:

Execution Status:

Activity or Project:

Description:

Status:

Expected Completion:

Execution Status:

Department:

Parks and Recreation Department

Notable Notes:

Director: Met with possible intern for Recreation and to assist with Preston's Playground events, completed a segment of Comcast newsmakers that will air online, working on organization of the 2017 City budget and Capital budget, met with the Recreation Superintendent about staff assignments and alignment of activities, met with Parks Superintendent on upcoming projects and work orders.

George Wilson Center Coordinator: Attended the Recreation Supervisors' staff meeting; started preparing for the transition in job responsibilities and moving to the main office; attended the Mayor's bike ride meeting; continues planning for Camp GWC; continues preparations for the end of year dance recital including a visit to Newark Charter School but it appears Glasgow will work out for us to use; received pool chemical bids and is tabulating and finalizing purchase orders; the afterschool tennis program started at Downes Elementary on Monday with 15 children participating.

Recreation Supervisor of Athletics sent out the summer volleyball schedules to the 31 teams and officials coordinator, continued to interview potential camp counselors, assumed her new position as Recreation Superintendent and met with Devan and Joe regarding background checks of summer staff and volunteers, met with Megan and Joe regarding Channel 22 and New Night and conducted staff meeting with the Recreation Supervisors.

Coordinator of Volunteers: Sent thank you emails to 126 volunteers of the Spring Community Clean Up; posted Spring Community Clean Up Photos on Facebook; sent photos and write up to the Newark Post for an article featured on April 15, 2016; coordinated volunteers for upcoming events; conducted phone interviews for summer volunteers; met with an environmental stewardship volunteer to discuss areas of concern near the James F. Hall Trail; received a report from Adopt-a-Trail volunteers for 3 hours of trail maintenance and litter removal on Sunday, April 17; attended a Mayor's Fun Ride meeting; attended a Recreation Supervisors' staff meeting; received orientation from HR Manager; delivered club supplies to After Care Programs; Bricks4Kidz program started at West Park Elementary school with 13 children participating; coordinated with Knit the Trail Artists to extend display until April 24th to include an Artist Walk & Talk Event on Earth Day Friday, April 22; attended the 7th Annual GreenFest at Newark Center for Creative Learning with 200 attendees. Total Volunteer Hours for the week of 4/11-4/16: 5.

Recreation Supervisor of Community Events: Preparing for multiple upcoming events, including Newark's Youth's Got Talent, Spring Concert Series, NewBark PawLooza, and the Newark Memorial Day Parade, as well as the C.E.R.T. training program this weekend. Acquisition of food donation for the training, prepared for and attended Memorial Day Parade Committee meeting.

Parks Superintendent: Conducted horticulture area inspections and wrote up work orders as needed, attended workshop on Restoration Landscape Ecology at Morris Arboretum, reviewed several proposed landscape plans and commented as needed, met with two homeowners concerning tree issues; one bordering Rittenhouse Park and the other at Fairfield Crest Park, conducted seasonal interviews along with Parks Supervisor, compiled tallies from Christina River Clean Up from here in Newark including from White Clay Creek State Park, completed contract for new shelter/concrete pad installation with an ADA accessible walkway at Folk Park for first review, contacted Master Garden Coordinator with University of Delaware concerning advertising for 13 week seasonal Horticulture assistant position, attended meeting with Volunteer Coordinator concerning trail projects along the Mason-Dixon Trail thru the Christina Valley Stream Area, and met with Code Enforcement Department concerning plant substitutions at Newark Shopping Center apartment site.

Parks Supervisor: Assigned field staff work orders and assisted as needed, coordinated pick up of old broken parking blocks that were removed/replaced throughout park system, and attended/assisted with interviews for seasonal openings.

Parks and Horticulture staff: Continued on mowing operations, dragged/scarified all ball fields, drained and pressure washed down both pools for pool rehab project starting next week, continued on bed maintenance, did interior bed maintenance at City Hall, placed pots of spring blooming bulbs at City Hall and Train Station, sprayed dormant oil on Dogwoods at Reservoir for Bark Scale infestation, did tree pruning as assigned, applied fertilizer/crabgrass control to several horticulture sites, continued prepping area in front of City Hall for additional landscape planting installation, did equipment maintenance on all mowing units, and did trash pick up throughout park system.

Activity or Project:

Plastering of City Pools

Description:

We have contracted to have the Dickey Park and George Wilson Center polls re-plastered. This process is required every 10 years.

Status: Started

Expected Completion: 5/6/2016

Execution Status: On Track

Activity or Project:

Description:

Status:

Expected Completion:

Execution Status:

Activity or Project:

Description:

Status:

Expected Completion:

Execution Status:

Department:

Planning and Development Department

Notable Notes:

Building Maintenance

- This week Facilities Maintenance performed the following:
 - Installed carpet for furniture installation in Digital Records room and continued finishing customer service counter and making countertops;
 - Continued painting at Rittenhouse Park;
 - Discovered phone line is out for alarm system at Train Station;
 - Performed fire extinguisher inspection with Hoopes Fire Prevention Inc.;
 - Finalized work with Summit Mechanical to switch Municipal Building HVAC system to cooling.

Code Enforcement

- On Thursday afternoon Code Enforcement Department Manager Dave Culver hosted a staff meeting, which Planning and Development Director Maureen Feeney Roser and Planner Tom Fruehstorfer attended along with other departments, to discuss the City-wide permitting process and to explore efficiencies and to prepare for CityView replacement.
- Certificates of Occupancy were issued for units 109 and 110 at 2000 Fountainview Circle.
- Code staff met with representatives from Bainbridge about fire systems and final development issues.
- Code went on a site visit with Newark Police Department to a property with rental issues and loud parties.
- On Tuesday afternoon Maureen met with City Manager Carol Houck and Kevin Mayhew, President of the Newark Landlord Association, to discuss the administrative warrants issue.
- The footer/foundation installation work for the University of Delaware's South Academy Street dormitory continued this week.
- The foundation and framing work is ongoing at 60 North College Avenue.
- The framing work is ongoing at 52 North Chapel Street.
- Certificate of Completion was issued for SevOne server room renovations.
- Work is continuing at the Washington House Condominiums located at 113 East Main

Street. The scaffolding and sidewalk shed are being removed and some potential additional façade issues are being investigated.

- The steel structure has been erected at the Astra Plaza addition.

Economic Development

- On Thursday evening Maureen attended the Downtown Newark Partnership Board meeting.
- On Monday morning Maureen hosted a meeting of Planning and Development and Communications Division staff to discuss the City's Delaware Downtown Development District grant application. The Department will host an information session regarding the grant application on Wednesday, May 4, 2016, 4:00 p.m. – 8:00 p.m. in the City Council Chamber to gather public input on the grant application which will be reviewed by City Council and the subject of a Council resolution at the May 23, 2016 meeting. A draft of the required District Plan will also be discussed by the Planning Commission at the May 3, 2016 meeting. The application is due to the Office of State Planning Coordination on June 1, 2016.

Parking

- Time was spent this week finalizing the May schedules for the Parking Attendants.
- This week the Parking Division hired a booth attendant and is working to get additional positions listed on the City website.
- Some time was spent reviewing priorities for the upcoming 2017-2021 Capital Budget Process.

Planning

- On Wednesday evening the Planning Commission participated in an IPA-sponsored training session on the Roles and Responsibilities of the Planning Commission. The training session, which is part of the Commission's 2016 Work Plan, was well received and helpful to the Commission as they go about the business of reviewing land use proposals and Code amendments for recommendation to Council.
- This week the Subdivision Advisory Committee letter for the proposed rezoning and minor subdivision with site plan approval for 40 East Cleveland Avenue was prepared and submitted to the developer's engineer for plan revisions.
- This week Subdivision Advisory Committee (SAC) comments were organized for the proposed Comprehensive Development Plan amendment, rezoning and major subdivision with site plan approval plan for 1101 and 1107 Barksdale Road. A SAC comment letter will be prepared and submitted to the developer's engineer for plan revisions later this week.
- Some time was spent this week preparing the packet of materials for the 400 Ogletown Road hotel and restaurant project for City Council review. Council consideration is tentatively scheduled for Monday, May 9, 2016.
- On Thursday Maureen attended the staff meeting.
- On Friday Maureen, Tom and Development Manager Mike Fortner met with Landmark Engineering and representatives of the Studio Green complexes to talk about zoning and land use opportunities for their sites.
- Bike to Work day is on Friday, May 20, 2016 from 7:30 a.m. to 9:00 a.m. The event will be held at Mentor's Circle on the University of Delaware campus.

- At their Thursday, April 21, 2016 meeting the Board of Adjustment will consider a variance request from Grain on Main to increase the size of the front patio/deck. Section 32-56.4(d) (1) restricts patios for facilities selling alcoholic beverages for consumption on premises and restaurant patios to 1,000 square feet. Grain on Main currently has a 986 square foot deck, and has applied to increase the size by 652.5 feet, requiring a variance of 638.5 square feet.
- On Wednesday Mike attended ICMA training on Team Building, Communication, and Leading Change.
- Also on Wednesday, Mike attended the GIS Working Group meeting.
- On Thursday Mike attended State of Delaware training on HUD's new Affirmatively Furthering Fair Housing (AFFH) process as part of Newark's participation in the Regional Assessment of Fair Housing (AFH) which is required for the CDBG program and for Housing Authorities.
- This week Tom spent considerable time revising the Planning and Development Department report for an amendment to the Zoning Code to clarify height of buildings and building setback lines based on comments from the April 5, 2016 Planning Commission meeting. The revised report is scheduled to be reviewed at the May 3, 2016 Planning Commission meeting.
- The following was also completed this week:
 - 8 Deed Transfer Affidavits
 - 26 Building Permit Reviews

Activity or Project:

Main Street Movies 5

Description:

This week the Department reviewed a revised plan submitted on 4/12 by Atlantic Realty Company for the Main Street Movies 5 proposal and determined that, as proposed, the revised plan substantially conforms to the approved subdivision plan and CIP. The revisions affect only the entrance to the existing theater lobby, which bumps out a few feet, and the rear of the existing theater by extending approximately 10' to the north to accommodate a corridor, exit, stairwell and rest rooms. This extension will also cause the relocation of nine parking spaces, which can be accommodated elsewhere on the site. The preliminary site design shows no net loss of parking spaces and the movie theater renovation will result in fewer seats, which will recline, than the existing theater. Therefore, the revised plan substantially conforms to the approved subdivision plan and Main Street Movies 5 may apply for a building permit. The exact parking space count and Code compliant size and location of spaces will be verified through the building permit process.

Status: In-Progress

Expected Completion: 4/30/2016

Execution Status: On Track

Activity or Project:

Planning Commission Meeting

Description:

Considerable time was spent this week preparing for the May 3, 2016 Planning Commission meeting. Tentatively on the agenda are the following: 1) review of an amendment to the Zoning

Code to clarify exceptions for height and setback; 2) review and consideration of an annexation, rezoning and minor subdivision for 0 Darien Road; 3) discussion of draft parameters and methodology for Code mandated parking requirements and parking waiver program study; and 4) discussion of draft Delaware Downtown Development District Plan.

Status: In-Progress

Expected Completion: 5/3/2016

Execution Status: On Track

Activity or Project:

Description:

Status:

Expected Completion:

Execution Status:

Department:

Police Department

Notable Notes:

As mentioned in last week's report, the police department has been very busy this year. After seeing a substantial increase in the number of service calls in 2015; a total of 45,572, we continue to see an increase in calls to date in 2016. We have also seen an increase in burglaries, thefts, simple assaults, alcohol violations, drug violations, disorderly premise, and disorderly conduct. Officers are also being pulled from normal patrol to work on citizen complaints such as bicycle riding on the sidewalk on Main Street, large daytime parties, patrolling park trails, as well as many traffic complaints across the city.

The Traffic Bureau has been short manpower with a recent retirement and an officer on long-term off-duty injury as he is in recovery. The remaining traffic officers were able to spend 73 hours last week dedicated to high vehicle accident locations. A total of 168 summonses were issued by the traffic officers at these locations.

Sergeant Aniunas and the Newark Police Special Operations Unit have been working with other departments regarding party complaints on West Main Street. This week, Sgt. Aniunas, a City of Newark Code Enforcement Officer, and an officer from UDPD met with a tenant on West Main Street to review order maintenance laws, UD sanctions, and information on being a responsible neighbor. Officers will continue to monitor these locations.

The police department continues to receive positive feedback about our members and operations. Below is a positive comment about Donna Vickers, our Animal Control Officer, and a comment regarding the management of the police department's 9-1-1- funds.

"Gene Niland called to compliment Donna on her demeanor and professionalism. Donna was just there

and helped them with a stray that had showed up at their door. Donna quickly responded, tracked down the owner and made sure that the dog was taken care of. He could not say enough nice things about Donna."

"At the March 23, 2016 meeting of the 9-1-1 Executive Board Meeting, there was a discussion regarding how 9-1-1 funds are dispersed. The 9-1-1 Administrator Eric Wagner spoke specifically about Newark's management of the funds and used us as an example to the other attending agencies. He championed the Newark Police Department for keeping a running total of items purchased. Mr. Wagner spoke very highly of our efforts, commending the professionalism of our Agency with the disbursement of these funds. He said, simply put: Newark does it right! The members of the committee seemed impressed and suggested that other centers should follow Newark or could possibly face the loss of 9-1-1 funding in the future."

Activity or Project:

N/A

Description:

N/A

Status: Completed

Expected Completion: 4/21/2016

Execution Status: Completed

Activity or Project:

Description:

Status:

Expected Completion:

Execution Status:

Activity or Project:

Description:

Status:

Expected Completion:

Execution Status:

4/17/2016

to

4/23/2016

Teresa Lynch

132 STOUT AVE., VERSAILLES, KY 40383

COMMERCIAL REVITALIZATION SPECIALIST

- HISTORIC DOWNTOWNS
- NEIGHBORHOOD DISTRICTS

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April 20, 2016

To: Downtown Newark Partnership Board
Attn: Marilyn Minster, DNP Board Chair

Dear DNP Board Members,

It is my pleasure to provide you with a copy of the DNP Preliminary Organizational Assessment Report, which was commissioned by the City of Newark at the request of the DNP Board.

My analysis of DNP's past history, the organization's many accomplishments, and its current and future challenges has brought me to conclude that continuing a successful program of downtown design improvements, economic enhancements, increased business and property development opportunities, and special and retail promotional events would best be served by transitioning DNP's current structure from a City Council-created committee to a newly-formed independent, community-based, non-profit downtown organization. That independent downtown organization would base its work plan on the Main Street Four Point Approach® and would continue the strong supportive partnership forged by the DNP with the City, the University and the downtown business community as it charts its new course of action.

My recent experience working in Newark, 17 years after delivering technical assistance and training as a National Main Street Center Program Officer to the start-up DNP organization, has been extremely rewarding. Seeing the amazing progress that has been made by the DNP team over those many years was mind-boggling. All of you – present and past DNP board and committee members, supportive City staff and Council members, and the continuing backing of University leadership -- have turned around a declined downtown district into a Great American Main Street Award winner. You are deserving of much praise!

But, as we know, everything in life changes – and organizations are a prime example of that maxim. I believe that it is time for a change for the DNP and that in moving the organization down that transitioning path you will find a renewed commitment for meeting downtown Newark's redevelopment challenges and opportunities among the residential community, downtown business and property owners, City Council members, and University leadership.

After you have had a chance to review the report's findings, if you have any questions or comments please let me know. I am happy to provide you with whatever further assistance you need.

Best regards,



Teresa Lynch



DOWNTOWN
Newark Partnership

ORGANIZATIONAL ASSESSMENT

PRELIMINARY REPORT

Newark, Delaware

April 20, 2016



PREPARED BY:

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§ I. INTRODUCTION

PURPOSE OF ORGANIZATIONAL ASSESSMENT STUDY

This report is a summary of the observations and recommendations of Teresa Lynch, an Organizational Development Specialist (hereinafter referred to as the “Specialist”), who has worked over the past 30 years with Main Street® communities across the country in the development and maintenance of volunteer-driven organizations that are responsible for managing the economic viability of their downtown business district. (NOTE: A complete biography for the Specialist is attached in the Appendix of this report.)

The Specialist was engaged by the City to review the status and operational capacity of the Downtown Newark Partnership (DNP) and to assess the program’s current ability to continue its mission of assisting the City in promoting and producing economic improvement and enhancements in downtown Newark.

The City Council created the DNP as a Council Committee in 1998. DNP’s role in the process of producing economic improvement and enhancement in the downtown district is interpreted in the City Code as the following:

- Business recruitment and retention, commercial and residential incentive programs
- Promotion of public events
- Coordination and communication among entities involved in downtown projects, and activities including merchants, city, and university
- Downtown off-street parking
- Downtown transportation improvements
- Public relations,
- Downtown beautification, and
- Management of the affairs of the Partnership

The findings and recommendations in this report are based on:

- Preliminary research and examination of background materials and pertinent data (provided by City staff) that chronicled DNP’s participation in the economic and social revitalization of the downtown business district over the past 17 years;
- The Specialist’s visit to Newark, which occurred February 16 – 18, 2016, and included: on-site meetings with many individuals and groups having a stake in the Newark downtown business district, a tour of the DNP project area, and evaluation sessions with City staff and officials;
- Additional data- and information-gathering conducted by the Specialist on completion of the visit.

This resulting report:

- Examines all of DNP's current organizational assets and challenges;
- Provides a comprehensive analysis of issues that may be impeding the DNP (as presently constructed) from effectively continuing its mission of downtown economic improvement and enhancement;
- Details observations and recommendations for potential evolution of DNP's current existence as a Council-created Committee into a downtown management program that builds on prior DNP accomplishments while bringing an innovative forward-looking approach to planning and implementing promotion, marketing, business development, and physical enhancement projects within the downtown business district; and
- Delivers a step-by-step road map for enacting the recommended organizational transformation – leading to the initiation of an independent downtown organization, with a comprehensive work plan that is capable of engaging citizen support and community volunteer participation, and which is truly responsive to the needs of the downtown business district's stakeholders.

DNP'S PAST HISTORY

Early attempts at revitalizing downtown Newark's commercial district go back to 1986 when the City began an initiative that concentrated on restoring economic and social vitality to the downtown district, which was suffering from a cycle of disinvestment, business losses, building deterioration, large vacancy rates, a lack of promotional activities, and little attention to downtown enhancements and beautification.

The declining economic conditions caused concern because of the role downtown played, and continues to play, in Newark life. Downtown functions as a community focal point, hosting community events and activities; identifies Newark as a special place; and, because of its proximity to the University of Delaware's main campus, has always played a significant role in University life.

Recognizing the need to look beyond the downtown's traditional markets and to attract more visitors and shoppers to the district, the City commissioned a study to assess the economic climate and make recommendations for action to insure future success. The result, "Commerce in Newark – A Plan for the Future, July 1986," recommended -- among other things -- an activist partnership to include the City, the University, and the business community to foster positive change downtown through the National Main Street Center's comprehensive approach to commercial revitalization.

Consequently, the City brought together downtown businesses, property owners, and University representatives to talk about downtown revitalization, and through these efforts, the Newark Business Association (NBA) was created. The NBA organized loosely along the Main Street Four

Point Approach®. Membership dues from businesses helped to pay for the downtown revitalization program; the City assisted with funding from CDBG funds; a half-time staff person was hired to help manage program activities; and a City planning office staff person was named as a liaison from the City to the NBA's downtown revitalization program. The University of Delaware also assigned a liaison to the NBA.

However, as the years went by, the revitalization program run under the auspices of the NBA became less and less effective. In 1997, responding to this state of affairs, the City, the University, and the NBA commissioned Hyett Palma (a national downtown development consulting firm) to conduct a study that would provide a course of action to move Newark's downtown enhancement effort to the next plateau. The study, entitled "Downtown Newark – Economic Enhancement Strategy 1997," presented a framework, with underlying strategies, to be used to manage downtown's future growth and development and to guide the overall downtown enhancement effort.

So it was in 1998, that the City Council – working with the findings from the Hyett Palma study - made the decision to take the revitalization of the downtown district out of the hands of the NBA and to fully invest philosophically and financially in the process of downtown revitalization by creating the Downtown Newark Partnership (DNP) as a City Council Committee. In 2000, the DNP was recognized as a Certified National Main Street® program by the National Trust for Historic Preservation and the Delaware Main Street Program.

In the 17 years since DNP was initiated, its City-led revitalization program has been remarkably successful in its economic improvement and enhancement mission. The DNP has provided a unique environment in which the University, the City, the residential and business communities worked together toward a common goal -- the ongoing revitalization of Main Street. Guided by a policy board and energetic and dedicated working committees and volunteers, the DNP enjoyed unmatched success.

DNP'S CURRENT STATUS

Despite its enormous success in guiding the downtown's commercial revitalization process, DNP now finds its organization at a critical juncture. Over the past few years, community support for the program has waned; continued City backing is being questioned; DNP's committee structure is fractured; and volunteer participation in projects has been greatly reduced. There are a variety of internal reasons for the program's diminished organizational capacity, several of which are detailed below in the "Organizational Challenges" section of this report.

Apart from the internal issues that have caused the DNP to lose community support and volunteer assistance, tracing the history of DNP as it evolved and moved along its organizational path, one finds that the program's present situation is certainly not unique to what has occurred in numerous other mature Main Street® programs across the country. As they progress, successful Main Street® programs follow three very discernable phases of organizational development – from an early catalyst phase, to a phase of strong economic growth, and then into a management stage.

It appears that the DNP program is in the process of transitioning into a management phase. This stage of organizational development will require program leaders to evolve, to recognize and respond to new trends, opportunities and challenges. And while the DNP has made significant headway toward correcting the problems that initially led the City to create it as a City Council Committee, DNP now finds itself at a point where its supporters may no longer be sure what the group's mission is, what it should be or, even, whether the program should continue.

At this precarious stage, it is important for DNP stakeholders and supporters to remember that revitalization and management of traditional downtown commercial districts is an ongoing process. Just as sound management of any business remains imperative after its startup, so too is ongoing management of a commercial district essential to its economic stability and continuing growth. Now is not the time to let those many years of volunteer and City efforts go to waste and hard-won gains in managing downtown Newark's economic viability decline.

Because the DNP has used the Main Street Four Point Approach® as the guide for its successful downtown revitalization program of work, and since the recommendations contained in this report are sifted through the prism of that methodology, an examination of the Main Street® model may help determine how a potential restructuring of the DNP program could reinvigorate community spirit, attract citizen involvement in the process, create a true public/private partnership, and lead to a community-led private organization that assumes the role of managing the downtown district's future growth.

THE MAIN STREET FOUR POINT APPROACH®

Main Street's comprehensive methodology incorporates the following points into a long-term commercial revitalization strategy:

Design takes advantage of the visual opportunities inherent in a historic commercial district by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, landscaping, merchandising, displays, and promotional materials. Its aim is to stress the importance of design quality in all of these areas, to educate people about design quality, and to expedite improvements in the commercial district.

Promotion takes many forms, but the goal is to create a positive image in order to renew community pride. Promotion seeks to create an environment for expanded economic and social vitality through business promotional activities and special events that attract investors, developers, new businesses, and customers into the downtown district.

Economic Restructuring strengthens the commercial district's existing economic assets while diversifying its economic base. This is accomplished by retaining and expanding existing businesses to provide a balanced commercial mix, converting unused or underutilized space into productive property, sharpening the competitiveness and merchandising skills of the district's business people, and attracting new businesses that the market can support.

Organization establishes consensus and cooperation by building partnerships among the various groups that have a stake in the community's commercial core. This will allow the Main Street

revitalization program to provide effective, ongoing management and advocacy of the district. Diverse groups from the public and private sectors must work together to create and maintain a successful program.

While the Main Street Four Point Approach® provides the framework for success, implementing the methodology is based on eight principles that pertain to all areas of the revitalization effort. These eight principles are overarching values for the four points.

Main Street's Eight Principles

- **Comprehensive.** Downtown and neighborhood commercial district revitalization is a complex process that cannot be accomplished through a single project. For successful, long-term revitalization, a comprehensive approach must be used.
- **Incremental.** Small projects and simple activities lead to a more sophisticated understanding of the revitalization process and help to develop skills so that more complex problems can be addressed and more ambitious projects undertaken.
- **Self-help.** Local leaders must have the desire and will to make the project successful. The Main Street® approach can provide direction, ideas, and training; but continued and long-term success depends upon the involvement and commitment of the community.
- **Public-Private Partnerships.** Both the public and private sectors have a vital interest in the economic health and physical viability of the commercial district. Each sector has a role to play, and each must understand the other's strengths and limitations so that an effective partnership can be forged.
- **Identifying and Capitalizing on Existing Assets.** Business districts must capitalize on the assets that make them unique. Every district has unique qualities, like distinctive buildings and scale that give people a sense of place. These local assets must serve as the foundation for all aspects of the revitalization program.
- **Quality.** Quality must be emphasized in every part of the revitalization program. This applies equally to each element of the program, from storefront design to promotional campaigns to educational programs.
- **Change.** Changes in attitude and practice are necessary to improve current economic conditions. Public support for change will build as the program grows.
- **Implementation-oriented.** Activity creates confidence in the program and ever greater levels of participation. Frequent, visible changes are a reminder that the revitalization effort is under way. Small projects at the beginning of the program pave the way for larger activities.

Beyond the above overarching eight principles guiding the Four Point Approach, the National Main Street Center (NMSC) established “Ten Criteria for Recognition.” These criteria provide

further guidance in how the Four Point Approach and the eight principles can be successfully applied by local Main Street® programs in their revitalization efforts. Those ten standards are listed below.

Ten Criteria for National Main Street Recognition

A Nationally-Accredited Main Street® Program:

1. Has broad-based public/private support for the commercial district revitalization process, with strong support from both the public and private sectors
2. Has vision and mission statements relevant to community conditions and to the local Main Street program's organizational stage
3. Has a comprehensive Main Street work plan - active in each point
4. Has a historic preservation ethic
5. Has an active board of directors and committees.
6. Has an adequate operating budget.
7. Has a paid, professional program manager
8. Has a program of ongoing training for staff and volunteers
9. Is reporting key statistics
10. Is a current member of the National Main Street Network

§ II. GENERAL OBSERVATIONS

DNP'S ACCOMPLISHMENTS

As stated previously, since DNP's inception in 1998, the City-led revitalization program has been remarkably successful in its economic improvement and enhancement mission. DNP's unified effort brought about Newark's renaissance from a sleepy college town with a struggling downtown to a small business hotbed/regional shopping hub with a reputation of being a dining and event destination. Throughout this evolution, Newark has been able to maintain its historic identity and small-city roots.

The following chronology highlights DNP's accomplishments over its successful 17-year run:

1998-2004

During its first seven years of existence, DNP -- through the partnership it forged among the City, the University, business and residential communities -- worked on a huge array of projects that enhanced the physical environment, expanded economic growth, and produced an atmosphere of social vitality that had been lacking in the downtown business district.

- **Improving Visual Appeal** – Enhancements to public spaces and the public streetscape were seen in the following improvements: Decorative brick trim on sidewalks; custom trash containers; street lighting; landscaping; murals; parking lot identification signage; sidewalk sweeper and maintenance staff; event banners; community bulletin board; increased penalties and strategies to discourage vandalism and graffiti; an architectural and contextual survey conducted and Design Guidelines for Downtown Newark published.
- **Recruiting New and Retaining Existing Businesses** – Economic development within the downtown business district was assisted through these DNP projects: recruitment package to attract new businesses; incentives for targeted businesses; business development workshops; increased communications with police on safety and security issues; marketing strategies targeted to UD students and area families; \$1,500 utility grants for new businesses; 0% interest loans for minor exterior building improvements; 3% interest loans for major exterior building improvements; discount on UD web development courses for Newark businesses; acceptance of UD #1 Card by merchants; informational newsletters for merchants.
- **Enhancing the Image of Downtown** – The following activities helped to create a positive image of the downtown district: Block Captain network to improve communication between merchants; Downtown Directory published and widely distributed; improved public and private signage; Goodwill Ambassador Program; Downtown Newark website; retail promotions and advertising campaigns; downtown coupon books; Downtown Gift Certificate Program; retail and restaurant specials during community events.
- **Resolving Off-Street Parking Issues** – Parking was a major issue and the DNP worked closely with the City and its newly created Parking Division to move forward with the following activities to improve parking conditions: Downtown Parking Office instituted; full-time parking administrator hired; a 38% increase in the number of off-street spaces available downtown; parking needs assessment report completed; improvements to Lot #1; expansion through the integration of Lot #3 with Wilmington Trust lot (now M & T Bank); improvements to Lot #4; “10 Minutes Free” program; improved parking validation system; free parking promotions for special events; planning for pay-on-foot fee collection technology in Lot #1; Downtown Parking Office relocated to Main Street Galleria building and visitor information distributed there; Cashier Attendant positions upgraded and professionalized.

- **Mounting Downtown Special Events** – DNP established a calendar of special events that attracted a broad base of the community into the downtown district: Newark Nite; expanded Community Day; Halloween Parade/Trick or Treat Main Street; Holiday celebrations ; WinterFest; Family Fest/UD Freshman Families and Friends Activities; Food and Brew Festival (a new culinary event).

2005 – 2015

During this time period, DNP pursued a continuing program of economic, physical, and social improvements in the downtown district. Here are the key projects that were undertaken:

2005

- Comprehensive Streetscape Program undertaken – Repaving of Main Street project included pedestrian safety and aesthetic enhancements as one construction project.
- CSX Overpass Improvements made - Raised enough donation to cover the bridge portion of the project, including surface preparation, painting and graffiti resistant top coat.
- Architectural assistance grants program for Main Street buildings begun. One building improved and three others received free design assistance which included conceptual drawings.
- Downtown Newark E-Newsletter begun.
- Taste of Newark and Wine and Dine downtown events added to the annual calendar; and two other special events mounted -- An Awesome Auto Affair and HOG Rally.
- First Holiday Storefront Decorating Contest held.
- Holiday Advertising Campaign started (merchants' contributions matched by DNP).
- Pay on Foot system installed in Municipal Lot.
- Evening parking permit system started.

2006

- Streetscape improvements project continues. Successful in getting work done at night 10 PM – 6 AM to avoid business disruption. Provided information to businesses and facilitated cooperation and communications between the contractor, DelDOT, city staff and the business community.
- CSX Bridge and Abutments Mural completed.
- New Mural for Delaware Avenue planned.
- Community Banner Program. A full calendar of events and activities advertised via double sided banners hanging at five heavy traffic locations to announce events of community importance in an aesthetically pleasing manner. DNP designed and paid for banners; UD installed them. The community banner program has continued since.
- Business Assistance technical assistance provided by outside specialist.
- First Downtown Newark Restaurant Week held.

2007

- Delaware Avenue S-Turn Mural project designed and funded.
- Design Guidelines for Downtown updated.
- Comprehensive Streetscape Phase II completed – pedestrian safety and aesthetic improvements, such as textured crosswalks, including bump outs and additional pedestrian scale lighting where possible and tree pit improvements.
- Landscaping tips for low maintenance plantings for urban areas developed and distributed.
- Chapel Street Site improvements made. Worked with the City and CSX Railroad to remove trash, railroad debris, weeds and overgrowth from the site and remove graffiti for the bridge and abutments. Landscaping to improve a gateway to downtown.
- Chapel Street Wall Mural funded and completed.
- Technical assistance provided to businesses on available loan programs and free energy audit.
- The Downtown Gift Certificate Program had first online sales in 2007.
- Group advertising campaign started,
- Web page improvements made.
- Full calendar of events established.
- Participated in UD Orientation.
- Holiday promotions and ad campaigns mounted.
- Parking Garage Needs Assessment Study completed.
- Parking Meter Change program started.
- Welcome to Newark Packets prepared.
- First Main Street Mile held.
- SBA Small Business Community of the Year Award presented to the City of Newark.
- Boundaries of DNP district expanded down Elkton Road (now S. Main Street) to Apple Road.

2008

- First Calendar of Event Refrigerator Magnet designed, printed and distributed.
- Delaware Avenue S-Turn Mural completed.
- A market strategy enacted to develop downtown into a clothing/accessories retail destination, incorporating a redeveloped Newark Shopping Center and Elkton Road retail shopping district into the downtown business district
- Participated in Base Realignment and Closure (BRAC) recruitment efforts and Visit Delaware Days.
- Offered Free Energy Audits for businesses to help determine how energy costs can be reduced.
- Group Advertising efforts continued including the first Downtown Newark commercial and TV advertising campaign
- DNP worked with then Mayor Vance Funk and hundreds of volunteers he organized to implement a series of events celebrating Newark's 250 anniversary, including a parade, 5K

Walk/Run, a citywide toast, colonial market, time capsule planting and gala throughout the month of April.

- Bike and Blues Festival held.
- Sundays are for Sundaes summer-long promotion.
- Downtown parking meter maintenance transferred to the Parking Division.
- First lease negotiated for what was to become Municipal Parking Lot #6.

2009

- Downtown Newark Alleyway Project created aesthetic and pedestrian safety improvements for alleyway leading between a municipal parking lot and Main Street.
- CSX Chapel Street Mural completed.
- Technical assistance provided to business owners through Click and Mortar Business workshops; and Retail Marketing Specialist consultations.
- Newark Residents Survey results indicated significant improvement in customer satisfaction with downtown parking. Specifically, there was a 21% increase in the number of respondents who said that they were satisfied or very satisfied with downtown parking when compared to the previous Newark Resident Survey results.
- Gift Certificate Program transitioned to Gift Card program.
- DNP Facebook page begun.
- Print Advertising Campaign instituted.
- “Newark’s Great – We Validate” window stickers distributed.
- Lot #3 exit improvements made.
- Newark designated “Best City for Business Startups” by Business Weekly.
- Assistant Newark Planning and Development Director and Downtown Newark Partnership Administrator Maureen Feeney Roser recognized as a Certified Main Street Manager by the National Main Street Center.

2010

- DNP received the State of Delaware award as the community hosting the Best Retail Event (Food and Brew Fest) and Best Economic Restructuring Project (Downtown Gift Card Program).
- Technical assistance provided to downtown business owners by a national retail merchandising specialist.
- “Downtown Newark – A New Day Everyday!” Branding Campaign started.
- New Logos that are consistent with the Branding Campaign developed for Downtown Newark and the Downtown Newark Partnership.
- Landscaping Tips for Low Maintenance Plantings in Urban Areas re-issued.
- Downtown Map and Guide redesigned, printed and distributed.
- Full calendar of events implemented.
- University of Delaware donates Municipal Lot #6 to increase the City’s downtown parking inventory as part of the Barnes and Noble development.

2011

- In recognition of expanded economic vitality, renewal of the social environment, and enhancements to buildings and public spaces that had occurred, the Downtown Newark Partnership and the City won acclaim from the National Main Street Center (NMSC) as one of only five communities across the nation to win a **Great American Main Street Award** (GAMSA).

The communities that are awarded a GAMSA by the NMSC are those exceptional Main Street communities whose successes serve as a model for comprehensive, preservation-based commercial district revitalization. These award-winning communities demonstrate exemplary achievement in the process of strengthening their downtowns and commercial district based on the following selection criteria:

Overall strength of the Main Street program and documented success in creating an exciting place to live, work, play **and** visit;

Demonstrated impact aligning with the Main Street Approach;

Commitment to historic preservation;

Active involvement of the public and private sector;

Model partnerships, including inclusive engagement of community members and local stakeholders in the downtown revitalization process.

- New parking signage installed.
- New Downtown Newark Banners designed, purchased and installed.
- New Parking Lot Banners designed, purchased and installed.
- Vacancy survey reports a 3.77% vacancy rate in downtown Newark, which is nearly 5 percentage points below the national average.

2012

- Survey of property owners conducted regarding changing the name of Elkton Road to South Main Street.
- DNP boundary was expanded to West Park.
- Downtown Newark Alleyway project completed.
- Design Guidelines for Downtown Newark updated.
- Community Bulletin Board Mural updated.

2013

- Elkton Road from West Main Street to Park Place renamed “South Main Street.”
- Business Open Forum Meet and Greet resumed.
- I-95 Rest Area Cooperative Marketing effort with UD begins.
- NCAA women’s Basketball Tournament events hosted.
- Downtown Newark Gift Card Program hits \$150,000 in sales.
- Newark Nite becomes Newark Day.
- 44 new spaces added to the Newark public parking inventory.
- First Main Street Mile Battle of the Bars held.
- Newark Shopping Center is approved for redevelopment including a 220 unit residential building.

2014

- Downtown Map & Guide redesigned, printed and distributed.
- Newark Day becomes New Night.
- Plans are developed for a Sculpture Walk on CSX-owned property on South Main Street.
- Photographic inventory of downtown is completed.
- New Holiday Banners designed, purchased and installed
- Downtown Gift Card Program sells a record \$80,000 in one year.
- Newark submits first Downtown Development District application.
- First Mayor’s Masquerade Fun Run and Walk is held downtown.
- Municipal Lot #3 reconfigured to add another 11 spaces and a new entrance/exit onto Center Street to improve traffic flow and customer service in the lot.
- “Newark’s Great, We Validate” stickers for businesses redesigned and distributed.

2015

- Celebration of the grand re-opening, renovation, and 60th anniversary of the Newark Shopping Center was held, marking a major milestone in DNP’s continued redevelopment.
- Continuing assistance from DNP’s Design Committee provided a number of reviews of construction projects in the downtown, prior to the review by the Planning Commission.
- DNP’s Design Committee asked to review two projects outside of the designed DNP district and provided valuable feedback to the developers.
- DNP oversaw the repainting of the artwork on the CSX Bridge over Kirkwood Highway, painted almost 10 years ago. DNP was instrumental in hiring the original artist to return and re-touch the mural and to add new embellishments.
- A CSX Sculpture Garden is a proposed project that has been in the works for several years. It got new legs after an agreement to allow use of the property was received from CSX.

- Small Business Saturday, a national event that kicks off the holiday season, was once again organized in the downtown by DNP.
- “Buy One, Get One” gift card program was continued by DNP.
- A full calendar of special events was coordinated by DNP and DNP partnered with the City’s Parks & Recreation Department to assist with several other events. The events involving DNP staff and volunteers included: Restaurant Week; Wine & Dine; Mayor’s Bike Ride; New Night Downtown; Food & Brew Fest; National Night Out; Taste of Newark.

Reinvestment Statistics

Downtown Newark is now a thriving commercial area with more than **\$70,387,702** in private and public investment in the district since the DNP was established as a City Council Committee in 1998.

It was in the year 2000 that the DNP was recognized as a Certified National Main Street Program by the National Trust for Historic Preservation and the Delaware Main Street Program. From the time of its initial national and state certification in 2000, the DNP has consistently maintained its status as a Certified National Main Street Program.

Since its designation as a Main Street Delaware community, and apart from the dollars invested in public and private physical improvements noted above, the DNP has tracked the following reinvestment statistics within downtown Newark:

- **45 net new businesses**
- **181 net new jobs**
- **83 building rehabilitation projects**
- **37 public improvement projects**
- **16 new building construction projects**

The City’s track record of leading the downtown revitalization effort (through the Council’s DNP Committee) has been remarkably successful; and the partnership that has been created among the City, the University and the business community in support of downtown revitalization activities is a model of cooperation that is rarely seen.

However, an assessment of current conditions in the community and within the DNP program indicates that existing and future challenges could seriously diminish DNP’s capacity to continue the program’s past successful path. These challenges, in fact, could threaten DNP’s continued existence – leading eventually to a situation where no entity is overseeing and managing downtown’s future economic and social health.

DNP’S ORGANIZATIONAL CHALLENGES

The following explains some of the key internal and external challenges that are affecting DNP’s ability to manage the continuing process of expanding economic and social vitality in the downtown district.

Internal Challenges

- A City Council, that might have been highly supportive of DNP in earlier times, changes with time and can become a City Council with different priorities and members that may not be as supportive of the downtown program.
- Community volunteers who previously gave their time, ideas, and work to the DNP – particularly those who served on DNP committees – are no longer participating in the process. Apart from the Parking Committee, the only active DNP committee that still exists is the Design Committee. As a result, there is no volunteer community support in the planning process for business and property development activities; nor is there any participation by business owners and community citizens in planning and implementing DNP promotional events.
- The makeup of the community has changed – many people who were involved in the downtown revitalization effort in the past may have moved out of town or gotten new interests and new people who have moved into the community may know nothing about what the downtown district looked like in the past or that there is an organization that would welcome their ideas and participation.
- Similarly, those downtown business owners who were actively participating on DNP projects in an earlier period, may now feel that their interests are no longer adequately represented by the DNP. New business owners who have dining, retail or service businesses in the DNP district see the downtown as a vibrant, socially-active center of commerce and may have no idea how it came to be this successful. With limited City staffing capacity available to the DNP, there is little time or effort that can go toward engaging those new business owners.
- There are questions about the strong dependence of some businesses on the University market to support the downtown's economy. Some of the businesses that rely solely on UD for customers struggle; while others thrive with a more balanced approach. DNP's efforts have gone to encouraging the residential market in the surrounding area to come downtown, especially through events scheduled for UD down times (Food and Brew, Wine and Dine, New Night, etc.). Nonetheless, the customers for the downtown district are changing and will continue to evolve. And the DNP presently does not have the capacity (staff-wise or volunteer-wise) to be able to measure changes in the customer base and to put together a strategy that would improve the business mix and attract new markets into the downtown.
- The University's earlier and very active role in DNP's revitalization process has diminished because of administrative changes at UD. And while there is still UD representation on the DNP Board, there has been little direction as to how to best use the support that UD can offer toward strengthening the downtown program.
- Over time, downtown has changed considerably – what was once a declining business district, replete with numerous vacancies, deteriorating buildings, lost businesses, and few physical

enhancements is now, to most eyes, a booming and attractive downtown district. Some citizens may feel that the revitalization process is over and are questioning whether the City should continue to direct financial support toward a downtown revitalization program. As stated earlier in this report, at this precarious stage, it is important for DNP stakeholders and supporters to remember that revitalization and management of traditional downtown commercial districts is an ongoing process. Just as sound management of any business remains imperative after its startup, so too is ongoing management of a commercial district essential to its economic stability and continuing growth.

- Over the past 35 years, the Main Street® approach to commercial revitalization has been successfully applied in thousands of communities across the nation because the citizens in those communities understand the vital importance of supporting the heart of the community and recognize that investment in the downtown central business district improves the economic vitality of the entire community. They also understand that businesses located in a downtown district have unique challenges and need special attention to keep them economically viable. Currently in Newark, some community citizens appear to be questioning the City's level of support (financial and staff-wise) for economic improvements and enhancements within the downtown district. Those individuals have expressed their belief that downtown business and property owners are getting advantages that business and commercial property owners are not receiving in other areas of the City. Whether this is true or not – it is a perception that needs to be addressed. Certainly, the economic impact for the City that has been tracked by the DNP over its 17 years of existence can be part of the conversation.

Apart from the changes and issues cited above, which threaten DNP's continuing existence, several concerns about the DNP were voiced by district stakeholders at meetings held during the Specialist's organizational assessment visit. The following encapsulates those issues which will need to be addressed.

- Several of those interviewed said that the business mix within the downtown district needs to be improved. It was noted that too much reliance had been put on the downtown's expanding restaurant business sector and the market for those eateries that is afforded by those connected to the University. It was suggested that it was time to expand the retail and service business mix and to beef up arts/ cultural/ entertainment opportunities in the district. In this way, the downtown district can be truly responsive – not just to the University trade, but to the needs of local residents and regional visitors.
- There were also concerns raised by those with whom the Specialist met that non-restaurant associated businesses (retail and service businesses) are currently not being adequately promoted and marketed. That issue will need to be addressed by creating a calendar of retail/service promotional activities in order to serve those business segments of the downtown commercial district.
- Some who were interviewed said that special events should include expanded arts/cultural activities as part of their content; or that new events featuring the arts and cultural community should be created. Also, there were comments that currently no promotional events are focused

on communicating downtown's history -- specifically events that feature the architecture of its historic buildings. Events inclusive of arts/ cultural activities and that emphasize the history and architecture of the downtown district would go a long way in attracting local/regional residents (particularly those with families) and visitors into the district.

- In the past, DNP has made meaningful contributions to promoting arts and cultural activities and performances that have been mounted in the downtown district. This was done through publicizing all activities/performances/events in a monthly DNP newsletter distributed to a broad community audience. DNP also provided fundraising opportunities for those organizations at DNP events (such as silent auctions). More recently, DNP's promotional support has waned and local performing and visual arts organizations have not been actively involved in the revitalization process. The expansion of arts and cultural activities and events in the downtown would encourage the development of new businesses that support an arts/cultural environment.

The following Newark organizations could be extremely helpful in shaping an arts/cultural business development strategy and should be invited to participate in future downtown development planning:

- Chapel Street Players
- Newark Arts Alliance
- Delaware Dance Company
- UD's Resident Ensemble Players

External Challenges

An external challenge that will have some impact on DNP's future will be its ability to fulfill the commitment necessary to continue as a nationally-accredited Main Street® program.

A section earlier in this report states the Main Street Four Point Approach® and the eight principles which guide implementation of those four work areas. There is also a listing of the ten criteria that the National Main Street Center uses to accredit local Main Street® programs. In reviewing those 10 standards, it appears that the DNP, as it is presently operating, may be deficient in adhering to five of the criteria, and thereby is risking its ability to continue as a nationally-accredited Main Street program. The five criteria in question are:

- Broad-based public/private support for the commercial district revitalization process, with strong support from both the public and private sectors
- Comprehensive Main Street work plan - active in each point
- Active board of directors and committees.
- Adequate operating budget.
- Paid, professional program manager

RATIONALE FOR ORGANIZATIONAL RESTRUCTURING

Over the past 17 years, the City has led a very successful revitalization program, employing the comprehensive Main Street® methodology in its management of the downtown redevelopment process. However, the original construct of the DNP program – as a Council Committee, utilizing City staff to manage the program of work -- differs markedly from the way in which the majority of Main Street® programs across the country are organized.

Here are the several areas in which the operations of the DNP program vary substantially from the usual course of a Main Street® program:

- While the DNP has always resided within the City as a Council Committee, with members appointed by Council, the vast majority of local Main Street organizations across the country are structured as independent volunteer-driven, community-based organizations, and most often are incorporated as nonprofit, tax-exempt 501 (c) (3) entities.
- The members of the boards of those typical Main Street® organizations are self-selected – not appointed by municipal leaders. In most of those organizations, city representation on the board is in a non-voting ex-officio capacity.
- The boards of directors for Main Street® organizations are composed of members that are fully engaged in the work of the program – either taking a position as an officer of the board; serving as the chair of one of the committees; or functioning as a member of one of the four committees.
- There are usually four standing committees in Main Street® organizations (Design, Organization, Promotion, and Economic Restructuring) and it is in the committees that the work planning for activities and projects occur. All of the planning is done on the grass roots level – a bottom-up approach -- and those committees produce comprehensive work plans. So all issues that affect downtown's economic and social vitality are addressed through the committee structure and then passed onto the Board of Directors for approval of work plans. While DNP maintained committee work plans for the four work areas of Main Street® from its inception through 2015, there are currently no committee work plans in place.
- Main Street® organizations generally have equal financial support for their program's operational budget from both the public and private communities. A very small portion of Main Street® programs get 100% funding from their municipal governments. Financial support for the program's operating costs is generally shared 50-50 between the private community and the local municipality.
- Staffing for the majority of Main Street® programs is full-time – especially in any community with a population above 5,000. In larger communities with mature Main Street® programs, it is not unusual to find at least one full-time and one part-time staff person managing the operations of the downtown program. Management staff is generally hired as an employee of the independent Main Street® organization.

The differences that are listed above between the way in which the DNP was formed and operates and the structuring and operation of the majority of Main Street® programs across the nation are not cited to diminish the amazing success that has come to downtown Newark through its City-led revitalization program. There is no argument that the somewhat unorthodox approach that the City took in 1998, when it established the DNP, was the wrong course to take. It was, in fact, a very innovative approach at the time that combined the best aspects of the Main Street® methodology with the power of City support for the program.

Over the last few years, however, it has become increasingly obvious that the DNP organization, as presently constructed, has lost a good deal of the community volunteer support it had originally, and that the program is foundering in several primary respects:

- The DNP Committee is not actively engaged in the planning and policy making process for the downtown revitalization program.
- Staffing for the program (as it presently exists within City government) is inadequate for addressing the organizational challenges listed above. It is also insufficient for undertaking business assistance and business expansion projects that need to be undertaken in the downtown district.
- DNP's "Main Street" committee structure is fractured. Apart from the Parking Committee, there is only one active committee – and that is the Design Committee.
- Where business owners were once actively engaged in helping to create economic improvements and physical enhancements in the downtown -- and involved in planning and implementing promotional events in the district -- many have gotten used to the City doing it all and do not see the need for their personal participation.

All of the above organizational issues – and particularly, the loss of widespread community support -- are lessening the DNP program's ability to manage and respond to changing business and market conditions in the downtown district.

If the City is not in a position to fully implement a comprehensive downtown program of work with adequate staffing to manage the process; and if, at the same time, volunteer support of the revitalization effort has been greatly diminished; and if the DNP is unable to engage the broader constituency that is needed – then a decision has to be made as to whether the downtown revitalization program (as presently constructed) continues on its present path or if a process should be initiated that explores the potential for establishing an independent downtown organization that builds on DNP's prior successes and best practices but moves the downtown revitalization effort firmly into its 'management' phase with appropriate public/private support.

§ III. A NEW BEGINNING

STEPS FOR ORGANIZATIONAL RESTRUCTURING

OBSERVATION: The author of this report has reviewed current conditions in the downtown district, analyzed DNP's organizational challenges, taken into consideration historical information and data, studied responses from surveys, contemplated the input from meetings with stakeholders, and reflected on discussions with City staff. She believes that the most rational approach for continuing the renaissance of the downtown district that has occurred over the past 17 years would require a transition from the present City-led DNP program to an autonomous, community-driven, non-profit organization that is responsible for planning and implementing a comprehensive downtown management program.

This report and the recommendations herein offer to the City and the Community a course of action and a step-by-step process that will continue the growth of downtown's economic and social viability through the development of an organizational entity capable of moving the downtown management process fully, effectively, and efficiently into the future.

In order to reach the goal of restructuring the downtown revitalization program, the following four objectives are suggested:

Objective #1: Sunset the Council-Created DNP Committee

Objective #2: Set up a Reorganization Steering Committee

Objective #3: Create an Independent Downtown Organization

Objective #4: Define the City's Continuing Role in the Process

Objective #5: Determine the University's Future Participation

The sections below describe the steps for accomplishing each of the four objectives:

SUNSETTING THE DNP COMMITTEE

OBSERVATION: Before any thought can be given to restructuring the present City-led downtown revitalization program so that a new independent downtown organization can be put in place, it will be necessary for the Council to establish a sunset provision for the DNP Committee. In this way, steps can be taken to explore the potential for creating an independent downtown program and the process can begin for actual establishment of that autonomous, community-driven, non-profit organization.

Recommendation: Pertinent City staff should work with Council on establishing a sunset provision for the DNP Committee. It is suggested that if this recommendation for sunsetting the

DNP Committee is enacted, Council allow sufficient time for the DNP to complete its work before it is dissolved and an independent downtown revitalization program is established. The sunset time period must allow a citizen-led Steering Committee an opportunity to fully explore the potential for creating an independent private downtown program and what that organization should look like, as well as adequately determine what steps must be taken to insure the organization will be capable of assuming the responsibility for managing the continued economic and social growth in the downtown district.

SETTING UP A REORGANIZATION STEERING COMMITTEE

OBSERVATION: In order for the process of developing an independent downtown organization to be fully investigated, it will be necessary for a Reorganization Steering Committee to be established. This Steering Committee would move from its initial setup as an exploratory group to taking on the responsibilities of building the organizational framework for the independent downtown entity. It is estimated that it will take approximately six months for the Steering Committee to complete its work.

The following recommendations outline the steps for setting up the Steering Committee and explain its responsibilities and tasks.

Recommendation #1: Appoint a Chair for the Reorganization Steering Committee. It is suggested that the Mayor make the initial designation of a community member to chair the Steering Committee. The Chair would then take the lead in bringing membership on the Steering Committee to full complement.

Recommendation #2: Establish a Reorganization Steering Committee of 7 – 9 members. While the Committee Chair would have the responsibility of leading the search for finding Steering Committee members, he/she should act in concert with staff from the City Manager’s office to identify those individuals in the community with appropriate skills and abilities and the time and interest that would allow them to be working members of the Reorganization Steering Committee.

The following is guidance for the Steering Committee Chair and involved City staff as they identify prospective members for the Steering Committee:

1. Select three members from the existing DNP Committee who have the skills, experience, characteristics, interest, and time to participate as members of the Steering Committee. It is suggested that those three individuals might wear multiple “hats” and represent broad segments of the community and the downtown business district, e.g.:
 - A Newark resident who has been involved in downtown preservation/design projects
 - An individual who is a downtown Business Owner/Property Owner/Developer
 - A restaurateur who is also a downtown Property Owner/Developer

2. Identify four to six individuals for membership on the Steering Committee who are not presently members of the DNP Committee – again attempting to find downtown business district stakeholders who represent varying segments of the community. Here are suggestions for the types of prospects who would be valuable members on the Steering Committee.
 - An individual who represents professional business owners in the downtown district, such as an attorney with an office downtown
 - A downtown service business owner who has communications/marketing skills
 - A downtown retail business owner with the interest and time to commit
 - An individual who is connected to the University of Delaware; and who has responsibilities as a UD staff member that relate to downtown's commercial/property development.
 - An individual who is involved in art/cultural activities that occur in the downtown district; and, if possible, is also a Newark resident

Recommendation #3: Name a staff person from the Communications Division of the City Manager's Office as a liaison to the Reorganization Steering Committee. It will be important that a City liaison be involved in the Steering Committee process to assure that:

- The City is kept aware of how information and messages about the Steering Committee's work is being disseminated to the public.
- A consistent line of communications between the City and the Steering Committee is set up.
- Advice and assistance from City staff is conveyed to the Steering Committee as it is needed or requested.

Recommendation #4: Educate the Steering Committee members on the Main Street Four Point Approach®. Once the Steering Committee membership is in full complement, it will be important that members understand fully the four work areas in which an independent downtown organization will be working; the board's roles and responsibilities; committee functions; staff's roles and responsibilities; and the shared City-Community support that will be needed for the program.

Recommendation #5: Outline a community outreach plan that can express the reasons why the development of an independent downtown management program is important. The plan should include activities that will:

- Identify all of downtown stakeholders who should be kept involved in the outreach efforts:
 - Retail business owners
 - Service business owners
 - Professional business owners
 - Property Owners/developers
 - Historic preservation/arts-cultural representatives

- Financial institutional representatives
 - Community residents (especially those who live in or adjacent to the downtown district)
 - University-connected individuals – professional and support staff/family members; students
- Determine the content/materials that will be needed to conduct an outreach campaign that informs stakeholders of the Steering Committee’s goals and objectives. Identify the vehicles for communicating those messages.
 - Describe, in the information that is conveyed to stakeholders, the Main Street® approach that will form the basis for the downtown organization’s operation.
 - Explain the services that will be delivered and the benefits that will accrue to downtown stakeholders once an independent downtown organization is in place.
 - Define the continuing relationship that will exist between the independent downtown organization and the City and the support that the City would provide to that organization.
 - Set up an electronic communications system that will allow the Steering Committee to transmit timely news and updates to stakeholders.

Recommendation #6: The Steering Committee should project an annual budget for a newly-established independent downtown program. The proposed budget will identify potential sources of revenue that will support the program’s operating expenses.

NOTE: A sample annual budget for a non-profit independent downtown organization is attached in the report Appendix.

Recommendation #7: The Steering Committee should identify individuals who would be likely prospects as board members of the independent downtown organization. The following provides some guidance on forming the downtown organization’s board of directors:

- It is suggested that the final number of board members for the independent downtown program not be higher than 15. However, the number of prospects that the Steering Committee identifies can certainly be more than 15. The Committee’s role, at this point, is to establish a pool of potential board member candidates and to begin the vetting process on those individuals. Decisions on the final makeup of the downtown organization’s board of directors will be made at the time that the organization is incorporated.
- As the Steering Committee begins to identify prospective board members, it should think in terms of characteristics, skills and abilities each individual would bring to the independent downtown program. A broad cross-section of downtown stakeholders should be represented on the board and those prospects must be interested in the organization’s purpose and willing to work within a group.

- All prospective board members identified should come from the private sector of the community and not be individuals who serve either as City staff or City officials, or in any other public position.
- The board of the new downtown organization will be a ‘working’ board. Each board member will be expected to serve as:
 - One of the four board officers; or
 - A chair of a Committee; or
 - An active Committee member
- After a list of prospective board members has been completed and the process for vetting those prospects begun, the Steering Committee should concentrate on identifying, nominating, and naming 4 – 7 core members to the board. These core board members are the individuals who will continue the process for nominating and selecting additional board members and will be responsible for moving the nascent downtown organization through its early developmental stages of incorporation.

Recommendation #8: The Steering Committee should also begin to identify individuals who could serve as ex officio non-voting members of the board of directors.

- The individuals who are ex officio directors on the independent downtown organization board would be asked to serve because of another role (or office) they have, the job they are holding, or their position as a representative of an organization/agency with a stake in the revitalization process. When their role in the office or job that they are holding ends, they will step down.
- Ex officio board members would have the right to attend and participate at all meetings of the Board, except when the board enters executive session or meets with legal counsel.
- Ex officio members are honorary board members, with no voting powers in meetings they attend and with no responsibilities for program planning, policy making, advocacy, fundraising, personnel supervision, or other such roles assumed by the elected Board.
- Potential ex officio board members for the independent downtown organization might include a representative from the City’s Parking Committee; a representative from the City’s Planning Dept.; a representative from the City Manager’s Office; a City Council member; and a University of Delaware representative. Representatives of other community organizations/agencies that have a substantial interest/stake in expanding the downtown’s economic or social vitality could also be included as an ex officio member of the board.

Recommendation #9: The Steering Committee should create an organizational chart that describes the structure of the proposed private downtown organization.

NOTE: A sample organizational chart is included in the Appendix of this report.

CREATING AN INDEPENDENT DOWNTOWN ORGANIZATION

OBSERVATION: After the Steering Committee's work, as outlined above, has been completed a new phase in the development of the independent downtown organizational entity will begin.

At this point, the responsibilities of the Steering Committee will end; and the tasks for moving the organization forward into its incorporation stage as an independent non-profit downtown organization will be vested in those four to seven individuals who have been named by the Steering Committee as the organization's core board members. That nucleus of board members will add members to the board's ranks and then proceed through the stages of organizational development. It is anticipated that the process of moving the nascent organization into its incorporation phase will take at least six months to accomplish.

The following recommendations outline the steps for continuing the set-up of the Board of Directors for the independent downtown organization and explain the initial responsibilities for members of that newly-formed board.

Recommendation #1: The core group of 4 – 7 board members selected by the Steering Committee should continue the process of adding members to the board. This will require a period of time in which that nucleus of board members can review, discuss, and vet the credentials of other prospective board members who were identified by the Steering Committee.

Recommendation #2: Elect board officers. Once board membership has been expanded and is ready to move forward with the steps of organizational development, the board can proceed to electing officers. Those officers and their roles and responsibilities follow:

- **Chair** (or President) -- develops agendas for meetings; is the chief spokesperson for the organization; chairs meetings; manages daily supervision of program; and facilitates participation
- **Vice Chair** (or Vice President) -- the Chair/President in training
- **Secretary** -- takes BOD minutes; and keeps program records
- **Treasurer** -- keeps the organization's books; handles the money; and does financial reports

Those Executive Officers would lead the board in the following responsibilities:

- Policy administration
- Finances
- Public Relations
- Setting program direction
- Fundraising
- Managing Personnel

Recommendation #3: Name Ex Officio board members. Once the Board is in full complement and has elected officers, it should review the names of individuals who were identified by the Steering Committee as potential ex officio non-voting board members. Guidance for selecting these ex officio directors is given in the "Reorganization Steering Committee" section above. The

Board can discuss, as a group, the merits of those who were identified by the Steering Committee, add others who were perhaps not included on the Steering Committee's list, and invite those that make a final list to serve as ex officio non-voting board members.

Recommendation #4: Consider a name for the newly-formed downtown organization. The Downtown Newark Partnership (DNP) has had an extremely successful past life as a City-led organization; and the DNP name has served as a positive brand for the strength of the downtown revitalization efforts. However, because of the challenges that the DNP has faced over the past few years, a first task for the new downtown organization's Board of Directors might be to consider a name-change for the independent organization that is being established. This definitely should be an early subject of discussion among board members as the name of the new organization will figure into all of the re-launch, outreach activities undertaken by the Board.

Recommendations #5: Define the geographic boundaries for the downtown business district to be served by the new organization. The following is the present description of the boundaries for the DNP project area:

Downtown Newark shall, in general, encompass all properties located between Library Avenue and South Main Street, and between the CSX Railroad right-of-way and Delaware Avenue, and also shall include all properties fronting on both sides of South Main Street to West Park Place.

The Board of the newly-structured downtown organization will either re-affirm the above boundaries or adjust them as needed. It is suggested that if the boundaries are to be reconfigured the Delaware Main Street Program needs to be brought into the process.

NOTE: A map of the DNP project area, as presently constructed, is attached in the Appendix of this report.

Recommendation #6: Flesh out the projected budget for program expenses and potential revenue sources that was established by the Steering Committee. The Board will have the responsibility for soliciting financial support and creating revenue streams for the newly-formed independent organization's operational budget. That budget will need to cover all of the program's operational/administrative costs – which will include salary for staffing. Program funding should come from a variety of public and private sources so that the existence of the new downtown organization will not be threatened if any one source dries up.

NOTE: A sample annual budget for a non-profit independent downtown organization is attached in the report Appendix.

Recommendation #7: Find an appropriate office space for the new downtown organization in a central location of the downtown commercial district. If possible, the office would be located on a ground floor level. However, if a second story spot in a key area of the E. Main Street business district is available and the organization can afford the rent – then that might be the way to go. Good signage can provide the visibility to get the program's constituents into the office.

It is important that the office space be large enough to:

- accommodate the program staff's working activities;
- provide ample storage areas for the types of materials, objects, and other stuff that are part and parcel of a downtown program's pursuits; and
- contain a separate area that can be used for board and other meetings the organization will be holding

Recommendation #8: Draft organizational bylaws and articles of incorporation; and apply for 501 (c)(3) non-profit tax status. It is generally recommended that a Main Street® program be organized as 501 (c)(3) non-profit to reflect its status as a community-based organization that has a charitable or educational purpose and does not engage in lobbying efforts. Legal advice and assistance should be obtained to guide the incorporation and tax status application process.

NOTE: Upon request, an example of bylaws which have been used by communities developing non-profit Main Street® organizations will be provided to the newly-formed board of directors.

Recommendation #9: The Board of Directors should establish standing committees for the four work areas of Main Street® – Organization, Design, Promotion, and Economic Restructuring. Establishing these four standing committees and work plans for each will provide opportunities to engage more community volunteers in the downtown program's activities; and gain financial support for the organization because of the comprehensiveness of the program's work plan.

The following are the general work areas assigned to each of the four standing committees:

Organization

Public Relations
Volunteer Development
Fundraising Support

Design

Historic Preservation/Design Education
Architectural Assistance
Building Improvements
Developing Underutilized Space (with ER Committee)
Public Spaces
Design Regulation & Review

Promotion

Image Development
Business Promotions
Special Events

Economic Restructuring

Identifying Market Opportunities

Strengthening Existing Businesses
Filling Vacancies with Complementary Businesses
Assembling Incentives and Capital for Business and Property Development
Developing Underutilized Space (with Design Committee)

As the four standing committees are established much thought needs to be given to how each committee can partner with the City on projects/activities that will intersect in the four work areas.

A section of this report below attempts to define the City's continuing role in the downtown development process and speaks to how City staff participation can assist in the downtown organization's committee work plans.

Recommendation #10: The Board of Directors should decide, in cooperation with the City, the role of downtown parking in the construct of the new downtown organization. Strategies that respond to Parking challenges in downtown Newark have always been included as part of DNP's work plan; with DPN having a standing committee dedicated to address parking concerns. The author of this report is not making any recommendations on how parking issues should be connected to the new independent downtown organization; but merely suggesting that a determination will need to be made by the organization's Board in conjunction with the City.

Recommendation #11: Hire staff. After the Board is fully functional, a budget and fundraising plan initiated, standing committees in place, work plans established, an operational funding revenue stream firmly established, an office location set up, and incorporation papers filed, the Board should move forward with advertising and hiring staff to manage and coordinate all activities and projects for the independent downtown organization and to provide support to volunteer board and committee members. It is anticipated that the staff support that will be needed to cover the demands of the downtown organization will require two staff persons – a full-time Executive Director and a part-time Assistant.

DEFINING CITY'S CONTINUING ROLE IN THE REVITALIZATION PROCESS

OBSERVATION: Over the past 17 years, City staff and the Downtown Newark Partnership Committee have managed the revitalization process for the downtown business district and, as part of that process, have taken the lead on downtown's promotional events as well as design and property/business development projects occurring in the district. The City's downtown revitalization efforts have been remarkably successful. The DNP has provided a unique environment in which the University, the City, the residential and business communities have worked together toward common goals.

If it is decided to transition responsibility for continuing the growth of a vital economic and social environment in the downtown district from a City-led effort to an independent downtown organization, it will be important that we don't "throw out the baby with the bath water." It is

crucial that any transition process consider the ways in which the City's role in the downtown revitalization process can be continued.

There are two main areas in which the City's future role can be played out:

- The need for the City's financial support for the new organization's downtown redevelopment efforts will remain; and
- Valued City staff expertise and assistance will be integral to the new organization's work plan -- particularly where projects and activities intersect or align.

The following recommendations are offered to help spell out a relationship that can be forged between the City and a new downtown organization – one that keeps them working together for common purposes.

Recommendation #1: Define the channels by which the City can contribute financial support for the non-profit private organization's operational expenses. In many Main Street® organizations, funding for operational support is generally shared as a 50-50 match between the City's contribution and monies that are raised through a variety of private sources.

A proposed annual operational budget for an independent Newark downtown organization is attached in the Appendix of this report. In that proposed budget, it is suggested that City funding to help support operational expenses for the new downtown organization could be generated from an increase in the Business License Tax and also from Parking Revenues. However, the source of the City's financial support is a decision that only Council can make in the future. The important point is that the City commit an annual financial contribution of at least 50% of the independent downtown organization's operating budget.

Recommendation #2: Integrate City staff expertise and support into the new downtown organization's work plan where projects and interests intersect. There will be many promotional, enhancement and economic improvement projects that could use the cooperative support of both City staff and the downtown organization's staff and volunteers.

Here are some ways in which such partnering between the City and an independent downtown organization could occur:

Promotion/Marketing:

- Event production.
 - City departments can help support special events and business promotions that will be produced by the new downtown organization. To assure success of those events, the new downtown organization's Promotion Committee will need the help and expertise of staff from the City's Communications Division, Public Works Department, Police Department, Parking Division, and the Parks and Recreation Department.

- Conversely, it is expected that the downtown organization's Promotion Committee will provide volunteer assistance to the City on the non-retail special events that the City is producing in the downtown district.
- Once the independent organization is in place, it is expected that special events currently produced by the City, that do not have a retail component to them -- such as New Night and Parades – will continue to be the City's responsibility. The new independent organization will plan and take the responsibility for all other special events in which business promotions are involved.
- Image Development.
 - Advice from the City's Communications Division will be integral to any Promotion Committee efforts to market a favorable image of the downtown district to the varied customer bases it is trying to attract.
 - It is expected that the City will continue to use channels available to it to promote the new downtown organization's events and activities, via its web page, channel 22, and others media – as well as including them in the City's general information e-newsletter.
- Gift Card Program. It is expected that the new downtown organization will need continuing assistance from the City in administering the downtown Gift Card Program. The level of that support can be determined once an independent organization is in place.

Business Development:

- Business Expansion. The Planning and Development Department's advice on business expansion projects would be invaluable to the Economic Restructuring (ER) Committee of the independent downtown organization. While the ER committee would be developing a plan for expanded business/entrepreneurial development in the downtown district, the committee will very much depend on City staff to help move plans to the implementation stage.

For example –

- The City could engage a business development consultant to work with the downtown organization's ER Committee and City Planning and Development staff on developing strategies for improving the downtown business mix.
- The downtown organization's ER Committee and the City's Planning and Development staff could develop content and design for a business recruitment package, while the City's Communications Division can help get the recruitment package to the production stage. The City might also help underwrite costs of publication.

Design:

- Design Assistance and Review. The Planning and Development Department provides property development/planning services for new downtown development projects. An excellent relationship already exists between that Department and DNP's Design Committee. It is

anticipated that once an independent downtown organization is in place, that very positive relationship will continue. The Design Committee will rely on the guidance of the City's Planning and Development staff on property development projects in which the Committee is involved; and the Planning Department will continue to count on the Committee's design review expertise and the free design assistance the Committee provides for building improvement projects.

- Façade Improvement Projects. The Planning and Development Department and the DNP Design Committee has worked harmoniously in the past on grant and loan programs that have resulted in many façade improvement projects downtown. Once an independent downtown organization is in place, its Design Committee can work with the Planning and Development Department on re-vamping and expanding City-funded grant/loan programs for façade improvements in order to get outcomes that enhance and benefit the downtown district.
- Parking and Economic Growth. In past years – and to the present time - the DNP has worked closely with the Parking Division of the Planning and Development Department on a number of parking initiatives – such as free parking promotions, the parking validation program, and other activities that have led to increased parking inventory or efficiencies. It will be extremely important that a newly-established downtown organization, through its Design Committee, continue the positive relationship that has been built up between the DNP and the City's Parking Division.

DETERMINING UNIVERSITY OF DELAWARE'S FUTURE PARTICIPATION

OBSERVATION: As has been stated previously in this report, the primary driver for DNP's remarkable success in redeveloping the downtown district was the partnership that evolved among the City, the University, and the residential and business community. It is recognized by those involved in the revitalization process that UD's contributions have been integral to downtown Newark's advancements over the past 17 years.

UD was instrumental in bringing to DNP's efforts all aspects of its institutional experience and the expertise of members of its work force from executive leaders to department instructors, support staff, family members, and students. Projects such as the development and printing of the downtown directory were accomplished through the help of UD staff. Through the years, those associated with the University added skills and talents in their service as members of DNP's Promotion and Design committees. DNP has also had from its beginnings a reserved place on its board for the University President. And since its inception in 1998 the University has substantially contributed to DNP's financial support.

When and if a transition is made from the City Council-created DNP to an independent community-based downtown organization, it will be important to contemplate the ways in which the University can continue to take an active role in the downtown redevelopment process and to build a relationship with the new downtown organization. The following recommendations are put

forth in the spirit of addressing what the role of UD might be in the future and the relationship that might exist between UD and a new downtown organization.

Recommendation #1: Promote new organization's events/activities. It would be extremely helpful if UD could continue to use channels available to it to promote the new downtown organization's events and activities, via its web page and through other media it controls or produces, such as UDaily – the University's on-line newsletter.

Recommendation #2: Continue annual financial contribution to new organization. UD has been generous in its financial support of the DNP organization, providing an annual contribution to the City toward support of DNP's operational expenses. It is suggested that the University continue that level of annual financial support to a new downtown organization if it evolves.

Recommendation #3: Add UD participation on new organization's board. It will be important that the University be represented on the new organization's board. It is suggested that a UD representative be asked to serve as an Ex Officio non-voting board member and that the individual who is selected to represent the University be someone who has responsibilities that relate to downtown's business/property development issues.

Recommendation #4: Volunteer University expertise through service on new organization's committees. The new organization will definitely appreciate the participation of those associated with the University who can bring their talents and skills as members of the organization's standing committees or who can add their know-how for special projects. This will be particularly important on the Promotion and Design Committees where the expertise of University staff and students involved in marketing, design, architecture disciplines would be particularly helpful.

Recommendation #5: Continue collaboration on mounting dining-related special events. In the past, the City, the DNP, and the University have forged a mighty partnership that has brought forward some amazing dining/restaurant special events and festivities within the downtown district. The University's Department of Hotel Restaurant & Institutional Management has worked hand-in-hand with the City and DNP in mounting dining-related events. It is suggested that, if a new downtown organization is established, a similar relationship be fostered that will bring UD, the City, and the new downtown organization into an even more successful partnership arrangement.

Recommendation #6: Identify ways in which UD's Department of Music can partner with a new downtown organization. The University has a renowned Department of Music but, up to the present time, there has been little collaboration that has gone on between DNP and UD's Music Department. Downtown is anxious to diversify its customer base and part of the strategy to reach that goal is to establish within the commercial district an arts and cultural environment that will enliven the district by providing venues for art displays and musical performances. Involvement of staff and students from the Department of Music in downtown events and activities would add significantly to the ability of the new downtown organization to attract new customers and to recruit entrepreneurs who want to locate their business in a downtown that offers an arts and cultural environment.

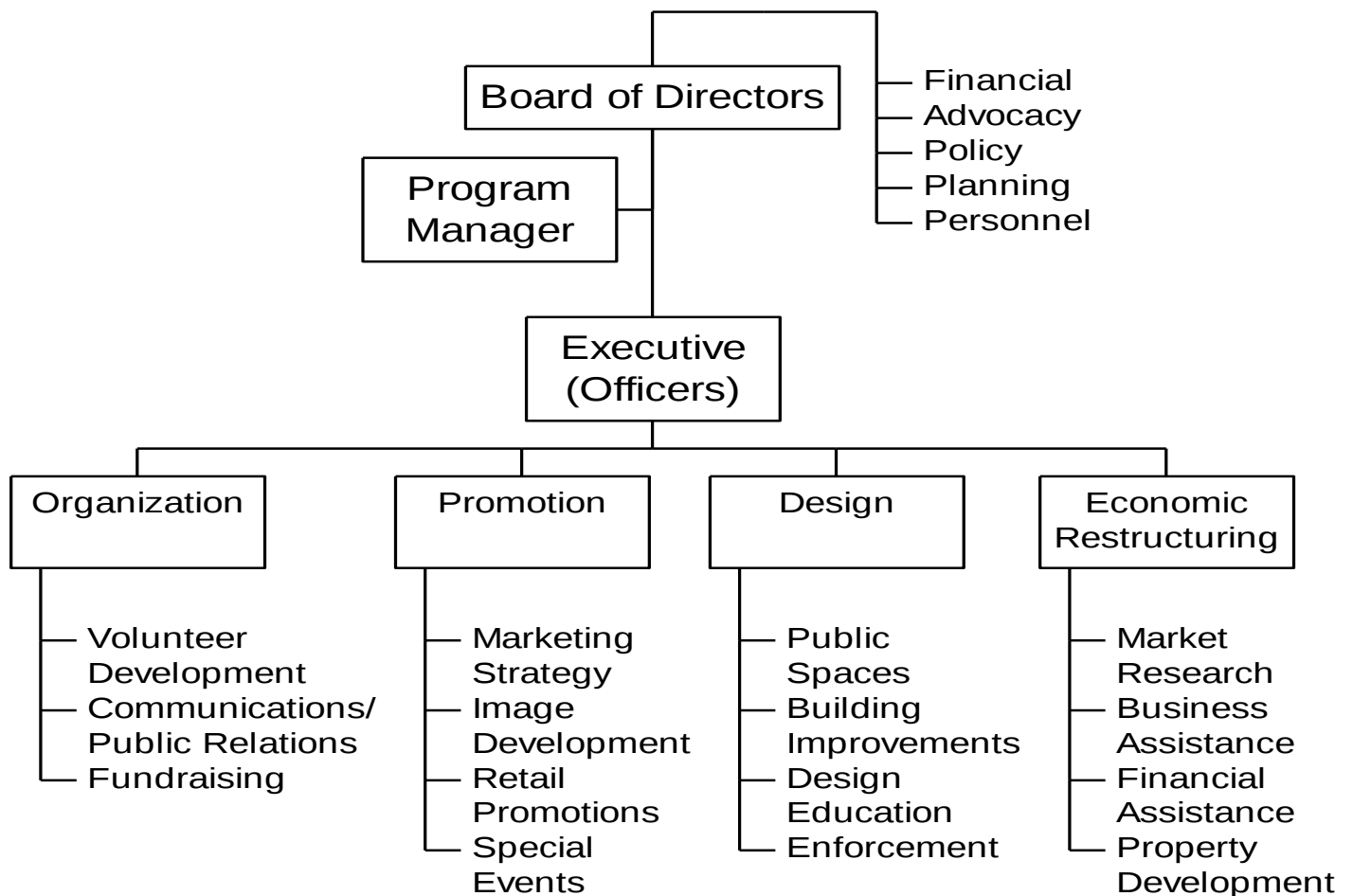
Recommendation #7: Discuss forming a collaboration between the new downtown organization and UD's English Language Institute. Up to the present time, DNP has not been in a position to adequately respond to the influx of international students that attend the University's English Language Institute. The downtown business district would seemingly be a place in which foreign students could feel very comfortable since many are coming from countries where the commercial centers of their communities continue to be lively and responsive to their needs. However, the DNP has little knowledge about the Institute's programs, where the students come from, the length of time they are in Newark, and what their service/retail/entertainment needs are while they are here. It would seem that once a new downtown organization is in place, it would be a good time to discuss a potential collaboration between it and the English Language Institute so that the downtown can better connect with these students in the future.

Recommendation #8: Find ways to feature UD Sports Program events/activities in the downtown district. A major university, such as UD, will have a plethora of men's and women's sports events going on at any time of the year. The downtown business district can serve as a venue for sports rallies and celebrations of major wins. It can also offer opportunities to promote upcoming tournaments. UD sports occasions and events such as these have been mounted and promoted by DNP in the past. If a new downtown organization is established it would benefit both by promoting the University's Sports Program and expanding downtown's customer market by bringing a sports-related audience into the downtown district.

§ IV. APPENDIX

Appendix #1

Organizational Structure of a typical Main Street Program



Appendix #2

Proposed Annual Operational Budget for Independent Downtown Newark Program

INCOME

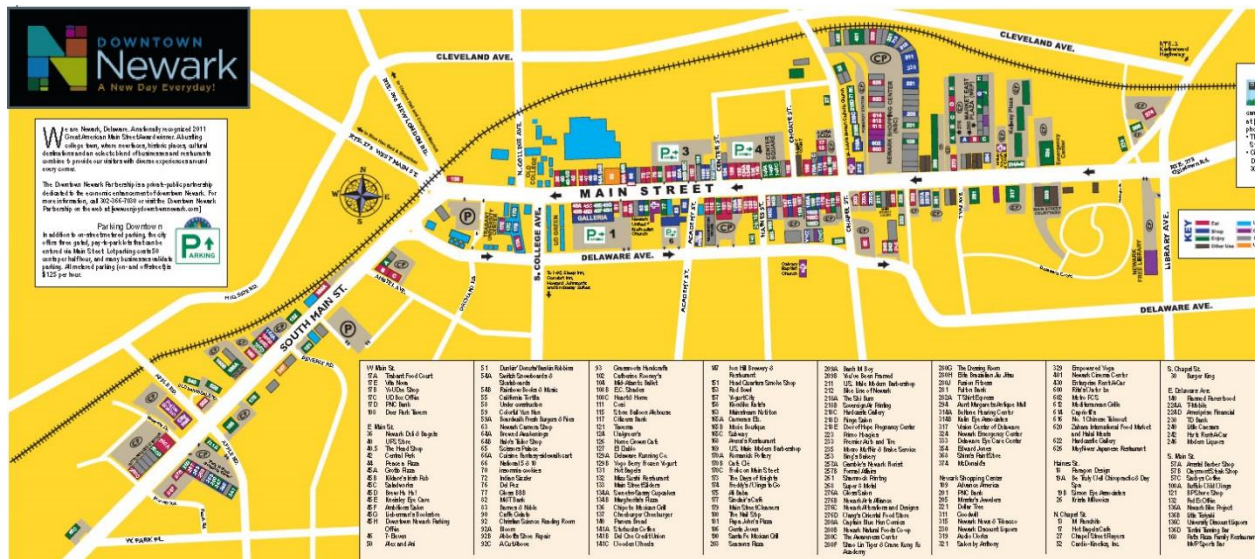
City (suggested to come from business license and parking revenues)	\$ 80,000
University of Delaware Contribution	\$ 25,000
Membership Contributions	\$ 20,000
Foundation grants	\$ 10,000
Event Income	\$ 25,000
In-Kind Support (e.g. rent & utilities; payroll processing; accounting assistance; website set-up and maintenance; printing/copying costs; office equipment)	<u>\$ 12,000</u>
	\$172,000

EXPENSES

Salaries - including benefits (full-time Exec. Director and part-time Asst. Director)	\$120,000
Staff/Volunteer travel and conference/training expenses	\$ 5,000
Rent & Utilities	\$ 12,000
Payroll processing/accounting assistance	\$ 3,000
Office Equipment	\$ 2,000
Website set-up and maintenance	\$ 2,000
Telephone	\$ 1,000
Office supplies	\$ 1,000
Postage	\$ 1,000
Insurance	\$ 2,000
Prof. dues/membership	\$ 1,000
Printing/copying/photo supplies	\$ 2,000
Design Committee	\$ 5,000
Promotion Committee	\$ 5,000
Economic Restructuring Committee	\$ 5,000
Organization Committee	<u>\$ 5,000</u>
	\$172,000

Appendix #3

DNP Project Area



Appendix #4

ORGANIZATIONAL ASSESSMENT SPECIALIST

BIOGRAPHY

Teresa Lynch, is an independent downtown commercial revitalization specialist, with 30 years of experience delivering technical assistance and training to hundreds of communities across the country that are engaged in the revitalization of their historic downtowns and neighborhood business districts.

Teresa worked for the National Main Street Center (NMSC) as a senior program officer for 14 years from 1999 - 2013. The Main Street Four Point Approach® to commercial revitalization is recognized as one of the most powerful economic development tools for traditional downtown districts in the nation. During the time that she was on the NMSC staff, Teresa provided services to communities involved in the Delaware Main Street Program and, in that capacity, delivered technical assistance and training to the Downtown Newark Partnership in its early developmental days.

Teresa got her start working with Main Street® communities when she was hired, in 1984, as the first coordinator of the statewide Main Street Arkansas program. Moving from Arkansas to Virginia, Teresa then served for five years as the director of the statewide Virginia Main Street program. Her ‘on-the-ground’ Main Street® experience comes from her experience working as the executive director of the Orange Downtown Alliance in Orange, Virginia.

Teresa’s particular expertise is in organizational development and leading new commercial revitalization initiatives. During her time with the NMSC, she created and managed the Army Community Heritage Partnerships Program, delivering downtown commercial revitalization services to 11 communities with adjoining Army installations.

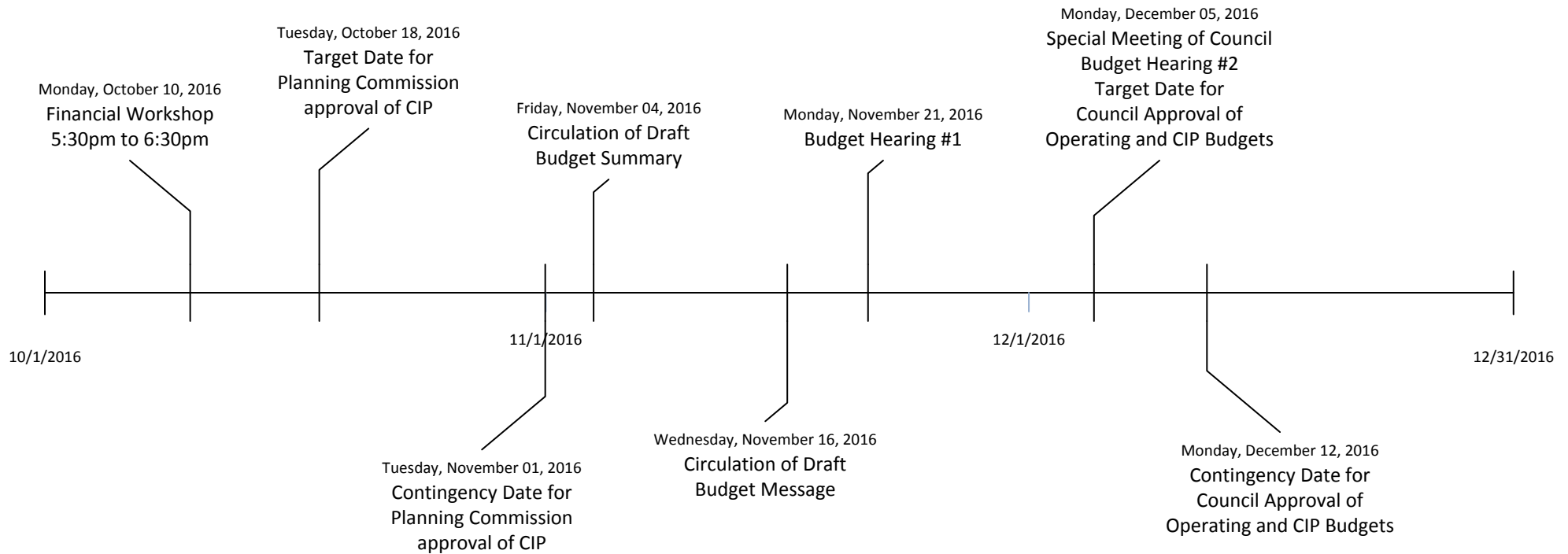
As an independent commercial revitalization specialist, Teresa is currently involved in a couple of other innovative projects –

She is part of a National Trust for Historic Preservation’s National Treasure’s team where she is helping the Sweet Auburn district (the home of Martin Luther King, Jr.) in Atlanta establish an urban neighborhood Main Street® program.

Teresa is also working in Buffalo, New York, providing technical assistance and training to an urban neighborhood coalition that is in the process of creating a community-based organization to manage the revitalization of its two neighborhood business districts.



2017 Operating Budget & 2017-2021 Capital Improvement Program (CIP) Tentative Budget Planning / Timeline



NEWARK POLICE DEPARTMENT

WEEK 04/10/16-04/16/16

INVESTIGATIONS

CRIMINAL CHARGES

	2015 TO DATE	2016 TO DATE	THIS WEEK 2016	2015 TO DATE	2016 TO DATE	THIS WEEK 2016
<u>PART I OFFENSES</u>						
a)Murder/Manslaughter	0	0	0	0	0	0
b)Attempt	0	0	0	0	0	0
Kidnap	4	2	0	1	2	0
Rape	2	0	0	0	3	0
Unlaw. Sexual Contact	2	3	0	0	1	0
Robbery	13	14	3	17	5	0
- Commercial Robberies	6	6	1	7	0	0
- Robberies with Known Suspect:	1	1	0	0	0	0
- Attempted Robberies	2	1	0	5	0	0
- Other Robberies	4	6	2	5	5	0
Assault/Aggravated	1	7	2	8	3	0
Burglary	17	30	2	6	12	0
- Commercial Burglaries	2	8	2	1	0	0
- Residential Burglaries	13	18	0	4	10	0
- Other Burglaries	2	4	0	1	2	0
Theft	123	192	16	66	48	2
Theft/Auto	10	8	1	5	5	0
Arson	0	0	0	0	0	0
All Other	18	38	7	27	20	0
TOTAL PART I	190	294	31	130	99	2
<u>PART II OFFENSES</u>						
Other Assaults	82	103	8	45	46	4
Rec. Stolen Property	2	0	0	11	9	0
Criminal Mischief	61	54	5	31	24	0
Weapons	5	3	0	37	12	0
Other Sex Offenses	0	0	0	0	0	0
Alcohol	75	83	4	122	131	5
Drugs	18	44	4	77	58	4
Noise/Disorderly Premise	106	204	15	61	89	5
Disorderly Conduct	45	47	4	28	34	1
Trespass	49	51	4	23	15	1
All Other	123	157	4	83	95	2
TOTAL PART II	566	746	48	518	513	22
<u>MISCELLANEOUS:</u>						
Alarm	286	287	17	0	0	0
Animal Control	121	133	10	0	0	0
Recovered Property	65	94	7	0	0	0
Service	8178	10044	707	0	0	0
Suspicious Per/Veh	138	175	7	0	0	0
TOTAL MISC.	8788	10733	748	0	0	0

	THIS WEEK <u>2015</u>	2015 TO <u>DATE</u>	THIS WEEK <u>2016</u>	2016 TO <u>DATE</u>
TOTAL CALLS	862	11,579	973	13,511



Newark Police Department
Weekly Traffic Report
04/10/16-04/16/16



TRAFFIC SUMMONSES	2015 YTD	2016 YTD	THIS WEEK 2015	THIS WEEK 2016
Moving/Non-Moving	2,674	3,021	212	367
DUI	64	57	5	4
TOTAL	2,738	3,078	217	371

TRAFFIC ACCIDENTS				
Fatal	2	0	2	0
Personal Injury	51	60	1	8
Property Damage (Reportable)	104	217	5	11
Property Damage (Non-Reportable)	116	42	6	5
Hit and Run	85	84	2	6
TOTAL	358	403	16	30

CITY OF NEWARK
Newark, Delaware

Traffic Committee Meeting
April 19, 2016
3:30 p.m.

Members Present: Lt. Fred Nelson, Tom Coleman, Marvin Howard, Tom Parkins

Absent: Andrew Haines
D/C Kevin Feeney
Dave Gula

Guests: Marge Hadden, Councilmember
Darin Powell, Newark resident

1. Request locations for making legal u-turns on Capitol Trail due to u-turns being prohibited at Capitol Trail and Cleveland Avenue.

Lt. Nelson said this was discussed at a city council meeting when the no u-turn sign was approved at E. Cleveland Avenue and Library Avenue. Lt. Nelson suggested making u-turns at the next intersection on Anna's Way.

Marge asked if u-turns could be sent to the next intersection. Tom Coleman said you could make a right on Anna's Way into the jug handle. Tom Coleman said the next intersection permitting u-turns is at Possum Park Road.

Tom Parkins said another option would be to take McKees Lane and turn right on Cleveland Avenue.

Tom Coleman said he would check to make sure the signage is proper at Anna's Way. Lt. Nelson said he doesn't believe signage currently exists. Tom Coleman will provide information at the next meeting regarding signage.

Tom Parkins asked when the no u-turn sign will be installed at Capitol Trail and Cleveland Avenue. Tom Coleman said the city would install and the sign and confirmed these signs are in stock. The sign crew will install when they are available.

Motion by Tom Coleman, seconded Lt. Nelson, by to table this item for the next Traffic Committee meeting when Tom Coleman will provide additional information regarding signage for Anna's Way.

Motion Passed. Vote: 4 to 0.

2. Request for traffic calming at the entrance to Cherry Hill Manor.

Marge Hadden said this concern has been raised on a couple of occasions and was discussed recently at the Cherry Hill Manor meeting. Marge said the two issues are speeding, safety and vehicles not yielding.

Tom Coleman said per the Manual of Uniform Traffic Control Devices (MUTCD) stop signs are not recommended to control speed.

Mr. Powell said in Cherry Hill Manor there isn't much vehicular traffic. He said generally the cars yield to one another, however he has noticed speeding issue. Mr. Powell said the children play near the road and is concerned for their safety.

Marge Hadden said there are long term residents that have mentioned their perception is that they have the right of way.

Lt. Nelson said there hasn't been an accident history in the last few years. Lt. Nelson said in September of 2015 a speed study was conducted for two weeks. Lt. Nelson said 58% of vehicles traveling 20 mph or less, 88% are traveling 25 mph or less, 97% are traveling 30 or less. A total of eight vehicles traveling over 40 mph. The average speed is 19.2 mph with a 15 mph speed limit. There is no pattern between speed and day of the week.

Tom Coleman said the Public Works field supervisor conducted a site visit to make sure it could be signed and there was no line of sight issues. Tom Coleman said if the curb corners were moved and tightened up it would provide traffic calming providing a sharp turn that would help to slow the vehicles down.

Tom Parkins asked if they could install bollards. Tom Coleman said Option 1 is to temporarily install bollards for effectiveness and in the long-term move the curb corners. Tom Coleman said Option 2 would need to review the warrants for the possibility of installing stop signs.

Lt. Nelson will forward the speed study to Tom Coleman for further review.

Mr. Powell asked if once the bollards are installed would we consider conducting another speed study to determine effectiveness. Lt. Nelson said that could be completed with no problem.

Mr. Powell asked Lt. Nelson to email a copy of the speed study conducted last year.

Mr. Powell requested a city employee attend the community meeting on May 5th at 7:00 p.m. to help answer any questions. Tom Coleman said the Public Works Department would have a representative attend.

Tom Coleman said he will review the speed study and site to see if it's possible to install the bollards and if so will add paint marks where the curb lines will potentially be moved.

New Business:

Tom Coleman said he received a request to review speeding on Chrysler Avenue for the entire length.

A handwritten signature in dark ink, appearing to read "Fred Nelson", is written over a horizontal line.

Fred Nelson, Acting Chairman