



City of Newark
Delaware

November 10, 2014

PERSONNEL

TO: Mayor and City Council

FROM: Carol S. Houck, City Manager 
Andrew S. Haines, Deputy City Manager 

RE: Creation of Department and New Director Position:
Department of Economic Development and Communications

The City Solicitor has advised the referenced topic and position cannot be held in Executive Session, therefore, we are pleased to provide you the enclosed materials regarding the creation of the Department of Economic Development and Communications. This includes a new director position for the department; an organizational chart and position description are enclosed for your review. After meeting with our media consultants, ab+c Creative Intelligence, we believe this proposal addresses several organizational operations, as well as provides the opportunity to recruit a professional individual that Mayor and Council have expressed is greatly needed to oversee our communication efforts.

Additionally, consideration and evaluation of the impact of the Greater Newark Economic Development Partnership (GNEDP), as well as our interest to focus more heavily on our communications, resulted in this determination. We discerned that there were various synergies among all of the efforts that will make up and be included in the operations of the new department.

The attached organizational chart includes the transition of the Parking Division, including the Parking Enforcement Officers into the new department. Staff strongly believes that parking should be aligned with the Downtown Newark Partnership, and that all operations that will greatly improve public relations and economic development should be merged into one cohesive department. The proposed department would not increase current City expenditures, rather, realign and redistribute positions and encumbered values.

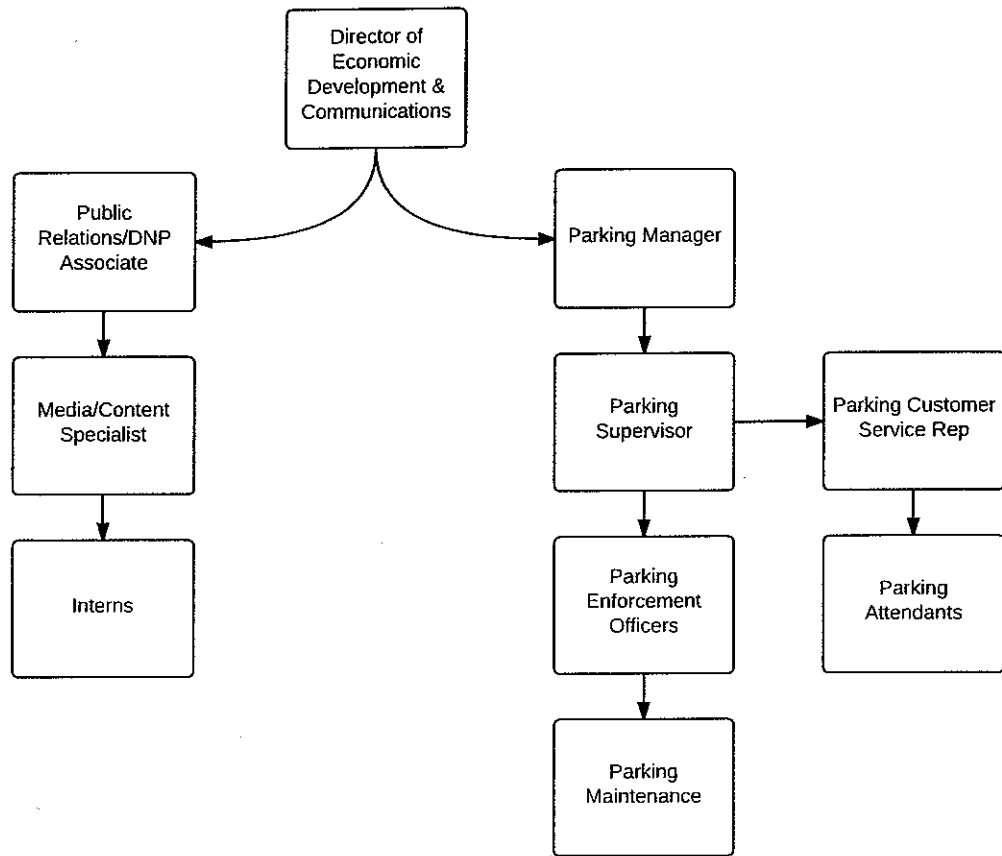
The proposal will realign the DNP and Parking operations out of the Planning and Development Department, along with pure economic development. The ongoing assessment work with ab+c Creative Intelligence challenges the City to have a unified voice, as the multiple, divided efforts can be confusing. This confusion included efforts of the City overall, the DNP and the Greater Newark Economic Development Partnership.

We believe the proposed new department and staff can directly effect in a positive manner these efforts, including those recently completed by the New Castle County Chamber of Commerce.

The financial effort to effectuate the proposed department is budget neutral in 2015. With the City expenditures, for staff and the Greater Newark, along with a commitment from the University of Delaware in 2015 and 2016 (for \$75,000 per year), we can accomplish the proposal. The City as an organization can focus its branding, image and voice into a cohesive effort, internally, externally and to the greater Newark area. Each of these areas has been at one time or another of concern of Mayor and Council, as well as the current communications vacancy within the City operations and that of the County Chamber organization for GNEDP. The proposal would eliminate the third-party arrangement with the County Chamber for providing the Greater Newark efforts and bring such efforts in-house with the new director position. The County Chamber is aware of this plan of action and will provide support as it did previously. As you will see in the job description, Newark will also participate in the County Chamber initiatives through the new director position.

Current staff members may fill pieces of the new organization, with clearly the current Parking Division staff and Parking Enforcement Officers, filling those planned realigned roles. However, if you have any questions regarding any current staff and his or her qualifications with respect to this new department, it would be prudent to hold an executive session on personnel.

We worked with our partners at ab+c Creative Intelligence to develop the job description, as well as to benchmark the compensation. The proposal has the position in the Management team, at Pay Grade 28, which has a 2014 salary range of \$79,000-\$99,800, and one that we believe 1) the City can afford and 2) will provide an applicant pool of candidates that can deliver desired outcomes. We are excited at this opportunity and effort to try to address elements of our operations in a new and dynamic manner to bring immediate positive results to the City.







**CITY OF NEWARK, DELAWARE
POSITION CLASSIFICATION PLAN**

**DIRECTOR OF ECONOMIC DEVELOPMENT
AND COMMUNICATIONS**

NATURE OF WORK:

As a management position reporting to the City Manager, the Director of Economic Development and Communications will lead a team of technical and operating professionals by providing high-level managerial, administrative and financial direction. The Director of Economic Development and Communications will bring demonstrated experience to and continuous effort toward innovative approaches and operational improvements among strategic economic programs, as well as cohesive and high quality media presence for the organization. The director will serve in a high profile position and must be capable of cultivating and enhancing partnerships among community residents, organizational leaders and corporate/institutional entities. Department operations and scope will include economic development inside municipal boundaries and the greater Newark area, oversight of the Downtown Newark Partnership, all Parking Division operations including on/off street parking and enforcement, and all City communication efforts.

ILLUSTRATIVE EXAMPLES OF WORK:

- Serve as the principal point of contact with internal and external constituencies for economic initiatives
- Serve with the New Castle County Chamber of Commerce on City and County economic needs; engage and be involved with the State Chamber and Delaware Economic Development Office (DEDO) as required
- Build relationships with real estate brokers, management companies, media companies and network with all necessary professional affiliations.
- Consult with departments to build and maintain an internal communications strategy by providing communication education and guidance
- Provide day-to-day professional guidance, leadership and management to department staff
- Directs the public relations staff, develops policy and general oversight of all communication needs and initiatives
- Lead, measure and analyze the City communication operations
- Serves as the professional guidance during crisis management situations for the department, City and overall organization
- Facilitate all business recruitment and retention activities for the City, which may include efforts outside municipal boundaries
- Create and implement economic initiatives for City operations
- Present to community organizations; represent the City at boards and commissions with professional agencies;

ESSENTIAL JOB STANDARDS:

- Ability to sit, stand and kneel for an extended period of time in an administrative environment.
- Ability to lift and carry related materials/parts of at least 25 pounds while utilizing proper safety measures.
- Lift materials, as needed, overhead to complete job tasks.
- Ability to type on a keyboard, use a mouse, and view monitors for an extended period of time in an administrative setting.
- Ability to perform public speaking; engage individuals and/or mass crowds; talk extensively on a telephone.
- Responsive and flexible to be available, within reason, during crisis situations and maintain operation standards.

DESIRABLE EMPLOYMENT STANDARDS:

- A Bachelor Degree in journalism, communications or a related field required; a Master's degree in a related field preferred.
- Demonstrated success in demanding, fast-paced environment, with a preference to public organizations.
- Outgoing, positive personality that can communicate with a wide variety business operations to lead recruitment and retention programs.
- Minimum five (5) to ten (10) years of progress management responsibilities with direct reports and/or client management.
- Experience and excellent knowledge of trending communication tools, platforms, with a passion to maintain ongoing current trends and awareness.
- The desire and ability to multitask, respond to organizational crises calmly and work in stressful situations
- Must be a consummate team player. Economic Development and Communications requires many contributors; must be prepared to work with a team to perform this job.
- The ability to communicate on a high level, both orally and in writing.
- Good judgment, integrity, thoroughness and dependability.
- The ability to establish and maintain effective working relationships with City employees, elected officials and the general public.
- Any combination of experience and training which provides an equivalent to the minimum desirable employment standards.

APPROVED:

City Manager

Date



Creative Intelligence

City of Newark

Communication Audit



October 17, 2014

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I. Introduction

In a communication audit, we examine an organization’s communication tools—internal, external, print and digital. We look at who is communicating what how. Our goal is to identify successful communication strategies and areas that need to be improved. An audit includes data, an analysis of the data and recommendations that can be translated into communication tactics.

The City of Newark City Manager’s office asked ab+c Creative Intelligence to conduct a communication audit of the City of Newark’s communication tools (see section V for a list of communication tools analyzed). In this document, ab+c presents our findings, including data sheets with detailed information about each communication tool (see section VI). For each tool, we looked at the owner (who was communicating), the format (how the communication was delivered), key messages (what was communicated), the objective of the messages, and the effectiveness of the message and writing. We also provided an overall grade of 0–5, 5 being the “best” grade. While somewhat subjective, assigning a grade gives us a way of quantifying each communication tool.

ab+c also conducted interviews with four council members and the City Manager. Although we will not share any specific comments in this document for legal reasons, our recommendations take into account their input on the overall goal and effectiveness of the communication tools.

By looking at a sampling of the City’s communication tools, we were able to examine how the tools deliver the City’s messages. We analyzed our findings and provide specific feedback on each tool. We also provide recommendations based on our analysis.

Overall, the City accomplishes its goal of providing residents, businesses and visitors with information relevant to their ability to live, work and play in the City. However, the City of Newark's communication tools lack cohesive branding, and don't offer audiences (residents, businesses and visitors) a way to build a relationship with the City. For example, new resident letters and brochures would be more effective if they were consistently branded in terms of messaging and design. Some of these inconsistencies are due to the complexity of the organization, but simple changes, such as using the same language on the web as in brochures and letters, can help communicate a more cohesive message.

Choosing the communication tool that reaches the intended audience is challenging when you're dealing with a diverse audience. It requires strategic direction and clear understanding of each of the target audiences. Overall, the City has used its tools in a "blanket" way, communicating a message using many tools and messages simultaneously. For example, there is a press release, an alert *and* a social media posting about a change in city services. One or two targeted tools may be more effective.

In summary, *what* the City communicated is not so much the issue, but more *how* and *where*. A strategic approach to its many communication tools can help the City of Newark identify the most effective way to engage residents, businesses and visitors. This audit is the first step in that process.

II. Method

ab+c assessed samples of the following communication tools used by the City:

1. Newsletter
2. Brochures
3. Event rack card
4. City correspondence
5. Municipal communication
6. Cable channel
7. Digital tools
8. Press releases
9. Media coverage
10. Social media

For each communications tool, we evaluated the following factors:

- Audience
- Key messages
- Objective
- Effectiveness of message
- Effectiveness of writing/content
- Presentation/branding

We gave each piece an individual grade (0-5) based on these factors.

ab+c also evaluated the City and the Downtown Newark Partnership (DNP) websites, specifically their functionality, content and overall communications value. Although the DNP site is much smaller and has a more narrow focus, it is a large part of the City's business development effort. We also evaluated DNP's social media platforms.

ab+c also did a comprehensive analysis of the City's social media. We evaluated the quantity and quality of the social media effort.

We evaluated media coverage, specifically looking at the impact of the media coverage on the City's overall reputation, as well as what and how the City's activities are being reported. Please note that although the Data Center issue has been the "hot" topic over the past 12–18 months, ab+c wanted to take a step back and look at non–Data Center coverage in particular. We evaluated coverage during August through September 2014.

III. Analysis

1. Newsletter

The municipal newsletter delivers event and municipal information to residents, businesses and visitors. Although the information is relevant, the design and overall layout of the newsletter (the online version is a PDF) is not optimized. It is confusing and not organized with the audience in mind. Although emailing the newsletter is a good way of reaching the audiences, the email is too long.

2. Brochures

The New Resident and City Facts brochures lack branding and there is too much information. Messages are not delivered in an easy-to-read format.

The Park and Recs brochure was given the grade of 4. It has a clear focus and is branded appropriately.

3. Event rack cards

The event rack card is effective in its messaging, but lacks branding. The audiences will not know that the City is the “owner” of this piece of communication.

4. City correspondence

The sample correspondence between City Staff and council, and City Staff and residents/businesses, are appropriate, albeit a bit wordy. The letter welcoming new residents to the City was formal and does not include contact information to key City services and staff. The emails were between residents, Council members and City staff. The messages from staff were at times too wordy in an effort to leave no questions unanswered. Over-communicating is ineffective and results in more questions asked than answered.

5. Municipal communication

Municipal communication includes information about City services. Although the message is pretty simple, it could be branded better. This information usually requires residents to take a specific action; the communication needs to be clear and consistent. Also, the City should consider what tool it uses to communicate about recycling, utilities, etc. Press releases may not be as effective as alert texts or robo-calls, for example.

6. Cable channel

Although noted as valuable to residents, the objective of this communication tool is not clear and it lacks branding. It offers no information that can't be found on the website. If this programming is also accessible as a cable channel, it's more relevant, as it reaches people without online access.

7. Digital tools

City's website (<http://www.cityofnewarkde.us/>)

The navigation of the City's website is intuitive. However, the sub-navigation is overwhelming for the user. For example, under the top navigation for Business, the Bid pull-down does not match rest of the Business left navigation.

The mobile function is good.

The branding of the site is consistent throughout the site. However, photos and design are outdated. Also, the same photos are used throughout the site. The current branding says nothing about what it's like to live in Newark.

The following are specific comments on navigation and features:

Home page	Too many navigation options make the site overwhelming.
Government	Comprehensive and well-functioning information.
Departments	Copy is brief. Community affairs and press releases buried under City Manager's office.
Residents	Includes a lot of great information. This site should be promoted in all communication directed toward residents. Data Center info could be removed.
Business	Navigation is confusing.
Visitors	Visitors are moved off the site (UD navigation).
News	Sort function could be better.
Calendar	Good function and content.
Community Resources	Good content. Heading not clickable.
+myConnection	This communication tool is not used effectively. There are no postings under widgets and there are few comments.
Copy	Acceptable.
Blog	Restricted access.

DNP website (<http://www.enjoydowntownnewark.com/>)

Overall the site functions well. However, the information is outdated. The navigation is user-friendly, but minor improvements would increase effectiveness. The branding and content is not consistent with the City's. The photo galleries are a nice feature.

Forums (<http://www.cityofnewarkde.us/communityvoice> and <http://www.cityofnewarkde.us/requesttracker.aspx>)

The two forums have different purposes and navigation. However, neither is optimized. The Community Voice forum seems to be used for the exchange of ideas, but it's unclear. The forum is a good idea, but activity is low. For this to become an effective tool, the City needs to encourage participation and respond to comments in a timely manner. The Request Tracker functionality and purpose is unclear.

8. Press releases

The writing and message effectiveness is low to average. The city needs to reconsider how press releases are used to communicate what messages. Press releases should be used to communicate policy changes, official business, news, etc., relevant to entire community or large segments of the community. However, when communicating with the media about events, it should be in the format of a media advisory and include logistics, list of attends, expected photo ops, etc.

9. Media coverage

The majority of the media coverage in August and September of 2014 was positive (70%), and focused on municipal issues (e.g., parking meters, energy, traffic). The negative coverage involved the DNP, student housing and parking meters. Based on discussion with staff and this analysis, the media is presenting City of Newark in an appropriate (journalistically unbiased) way. Staff and Council are quoted, and the facts are presented. There are a significant number of negative comments made online.

10. Social media

City of Newark Facebook

The overall quality of the page is strong. There is minimal negative feedback and no more than three negative comments per post, with plenty of positive commentary to balance this out. Good participation in social media traditions (e.g., Throwback Thursday), and the City is doing a nice job of tagging other organizations. Average number of engaged users per post is 47, and admins are following up and responding to user comments. The page is adding approximately 63 followers per month, with the

gender breakout 65% women to 35% men. The largest age demographics are: 1) 35 to 44, 2) 25 to 34 and 3) 45 to 54.

City of Newark Twitter

Quality of the City's page is about average for Twitter. The City does a nice job of constantly pushing out information, resulting in few dead spots. Newark uses #NewarkDE and #CityCouncil, but few other hashtags. The interaction is high with multiple mentions nearly every day, and includes a mix of positive, negative and neutral tweets. Several followers repeatedly tweet at Newark, but there are few responses to mentions. The followers are slightly younger than those on Facebook, but are split 50/50 men/women. Followers' top interests: 1) business and news, 2) comedy, 3) politics and current events, and 4) music.

DNP Facebook

The DNP Facebook page is strong. Posts are well written, with an engagement rate per post of 23. Negative feedback is rare. The page is only adding a handful of new page likes per month, and the majority of the page likes are from women. The posts feature tagging other organizations and include good copy, but not enough images. Downtown Newark likes a lot of other organizations and businesses. The events page feature is underused.

DNP Twitter

Quality of DNP's Twitter activity is slightly below average. The main problem is that DNP has synced Facebook to Twitter and, thus, is sharing posts that aren't meant for this platform. There is also no cover photo. Almost three-quarters of posts get some kind of engagement. Hashtags used include #NewarkDE, #CraftBeerDE and event hashtags (e.g., #FoodandBrew11). Followers' top interests: 1) business and news, 2) politics and current events, and 3) comedy.

IV. Recommendations

1. Newsletter

- Brand visually to communicate as City of Newark source
- Organize content better
- Increase frequency but decrease copy
- Email version: move recipients to online copy, do not include all copy in email

2. Brochures

- Brand visually to communicate City of Newark source
- Edit copy—too much information/numbers
- Host information online and reduce print quantities

3. Event rack cards

- Brand visually to communicate as City of Newark source

4. City correspondence

- Create templates for clearer, more consistent communications (summary, question, answer, support documentations, tags for easy search)
- Eliminate redundancies

5. Municipal communication

- Brand visually to communicate City of Newark source

6. Cable channel

- Define purpose
- Use more engaging content—e.g., interviews, meeting summaries, question and answers, footage from events
- Use this to complement other communication tools, not to duplicate information already online

7. Digital tools

City's website (<http://www.cityofnewarknj.gov/>)

- Simplify navigation; extensive sub-navigation provides comprehensive information, but at a cost of being overwhelming for the user
- Add copy to some areas, such as information about where to find what on the website
- Make all PDFs pop-ups
- Update photos and overall look
- Avoid duplicate photos throughout the site
- Brand site to reflect what it's like to live in Newark
- Define and promote +myConnection
- Place press releases more prominently
- Move Data Center info
- Open new sites in separate window
- Add more news to News list
- Make all headings clickable

DNP website (<http://www.enjoydowntownnewark.com/>)

- Update copy
- Open new sites in separate window
- Format map to be printed to 8½ x 11

Forums (<http://www.cityofnewarkde.us/communityvoice> and <http://www.cityofnewarkde.us/requesttracker.aspx>)

- Promote
- Respond to comments

8. Press releases

- Use more selectively
- Use only to communicate policy changes, official business, news, etc., relevant to entire community or large segments of the community
- Use media advisories to communicate about events
- Do not use press releases to communicate about city services, unless the information is news worthy

9. Media Coverage

- N/A

10. Social media

Facebook (City of Newark)

- Create an editorial calendar to help plan opportunities to take photos and videos—photos of the city, showing off its beauty, style, most interesting places
- Use more photos of the “scenery” and fewer of people
- Use promoted posts to drive more traffic to the page/event listing/website
- Check Facebook insights on at least a quarterly basis and mimic top posts (e.g., two ribbon-cutting posts made the top three)
- Tag other organizations whenever possible
- Respond to user comments within 24 hours
- Like more organizations in Newark
- Experiment with hashtags, but use only one per post
- Rotate through cover photos, showing off more of the city
- Add a text-based call-to-action in the cover photo when highlighting particular events, meetings and the like
- UTM tag links to City of Newark website pages

Twitter (City of Newark)

- Use more visual content
- Retweet all positive mentions
- Schedule more tweets between 11 a.m. and 3 p.m.
- Mention/direct-message/get on the radar of most influential followers
- For the people who repeatedly tweet at Newark, follow and find opportunities to message them—show them that Newark is listening and their comments are being taken seriously
- Set up feeds for #netDE, #Delaware and #UDel; jump into the conversation
- Tweet multiple times per day
- Profile Description: Add hashtags, at least #NewarkDE; only consider #Delaware and #netDE
- Rotate through cover photos, seasonally and adding call-to-action for events, registrations, etc.

- React faster to questions and concerns, even if it's just "We'll look into it and get back soon" (standard response time is one business day)
- UTM tag links to City of Newark website pages

Facebook (Downtown Newark Partnership)

- Add visual element to attract more eyes (e.g., Newark Bike Project post on 8/11); ideally, all posts would include clever text, interesting image and call-to-action (e.g., click link, sign up, donate)
- Add promoted posts (e.g., large events, sign-ups); this would help drive up the number of people who like the page
- Share event listings with members, staff; have them click "attending" and share link on their pages
- Experiment with hashtags, especially around key events; stick to one hashtag per Facebook post
- Rotate through cover photos; have them match upcoming events and include text calls-to-action when appropriate
- Resize profile photo to either fit all of the text or none (and just the logo)
- Have staff active on social media go through photos and tag friends
- Make it a weekly practice to like and comment on posts from other organizations
- Start UTM tagging links to Downtown Newark website pages

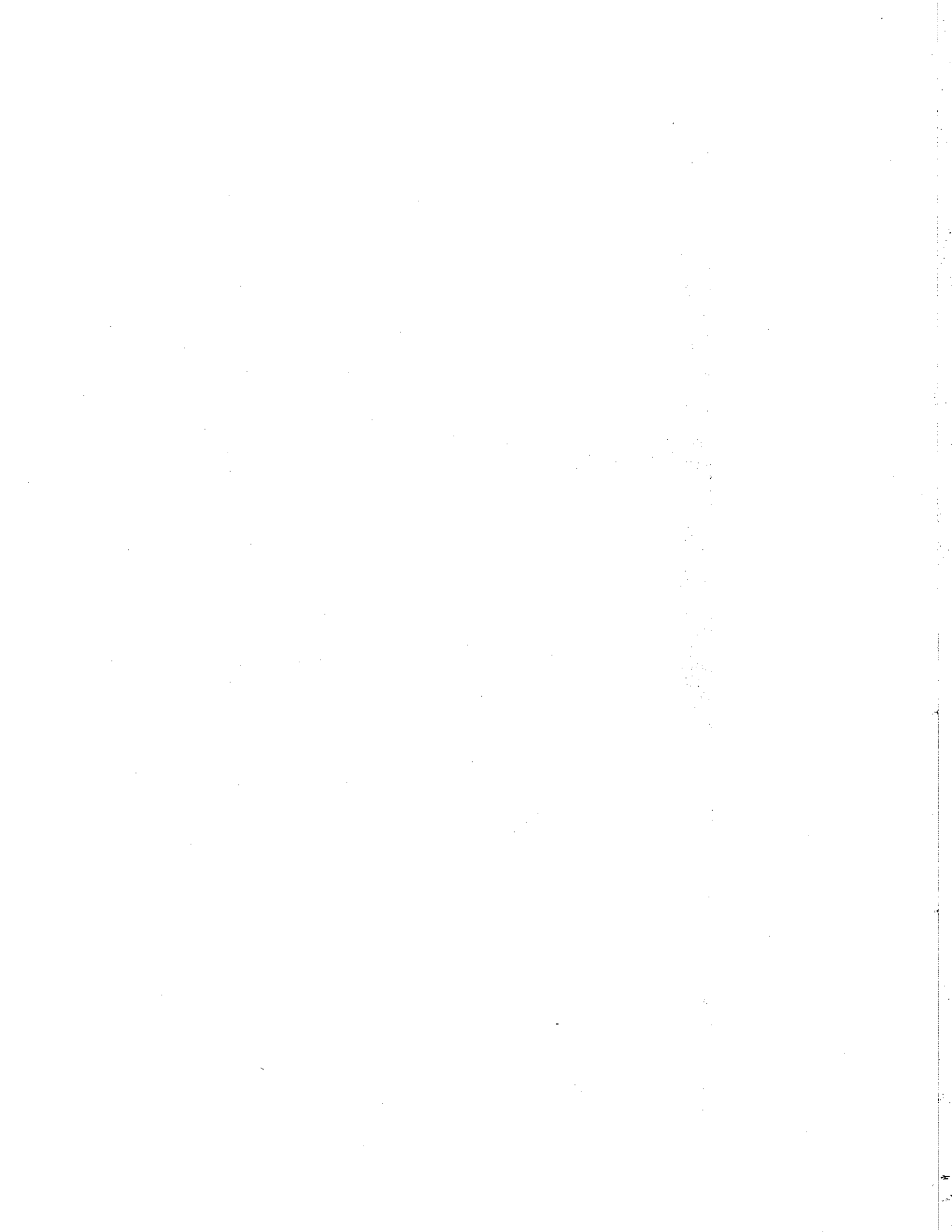
Twitter (Downtown Newark Partnership)

- Treat Twitter as its own platform (un-sync account from Facebook and write specifically for Twitter)
- Every tweet should have one or more hashtags; consider #netDE, #udel, #Delaware, #beerDE
- Add hashtags (#NewarkDE) to profile description
- Create hashtag(s) for special events
- Use more visual content
- Use an editorial calendar to plan out events/locations to get images
- Start UTM tagging links to Downtown Newark website pages

V. Overview of Communication Tools Audited

Communication Tool	Details	Format
Newsletter	Municipal Newsletter Summer 2014	Newsletter
Newsletter	Municipal Newsletter Fall 2014	Newsletter
Newsletter	Municipal Newsletter Fall 2014	Email
Brochure	City of Newark Facts and Figures	Brochure
Brochure	New resident information	Brochure
Brochure	Parks and Rec activities	PDF/Brochure
Event rack card	Community Calendar	Rack card
City correspondence	Letter to new residents	Letter
City correspondence	Sample City correspondence with Council	Email
City correspondence	Sample City correspondence with residents	Email
Municipal communication	Flyer with recycling information	Flyer
Cable TV	Channel 22	Still-TV
Digital tool	Forum on website	Forum
Digital tool	City website	Website
Digital tool	DNP website	Website
Press Releases	March-July 2014	Press releases
Media coverage	August-September 2014	Media
Social media	City Facebook	Facebook
Social media	DNP Facebook	Facebook
Social media	City Twitter	Twitter
Social media	DNP Twitter	Twitter

Communication	Owner	Audience	Format	Key messages	What's the objective?	Effectiveness of Message	Effectiveness of Writing	Grade (0-5)
Letter to new residents	City manager	Resident	Letter	Welcome; services	Give residents basic info	OK	OK	2
Community Calendar	Planning and Development Dept.	Resident Residents; businesses	Rack card	Events	Communicate about events	Good	OK	3
City of Newark Facts and Figures			Brochure	Facts about City	Communicate facts about the city and its services	Low	OK	2
New resident information	City	Resident	Brochure	Government information; services	Communicate information about the city and its services	Low	Bad	2
Municipal Newsletter Summer 2014	City	All	Newsletter	Government news; events; education	Communicate city news and events	OK	OK	3
Municipal Newsletter Fall 2014	City	All	Newsletter	Government news; events; education	Communicate city news and events	OK	OK	3
Municipal Newsletter Fall 2014	City	All	Email	City info from newsletter	Communicate outline of newsletter	OK	OK	3
Flyer with recycling information	Unclear	Public	Flyer	What is recyclable?	Tell public what they can recycle	OK	NA	4
City correspondence with Council	City manager; department heads	Council	Email	Address questions brought up at meetings	Respond to council questions	OK	OK	3
Sample correspondence	Dir. of Planning & Dev.	Public	Email	Access to meetings and info	Respond to public questions	OK	OK	3
http://www.cityofnewarkde.us/DocumentCenter/View/1273	Parks & Rec	Public	PDF/Brochure	Events, logistics	Share programming; sign-up information	Comprehensive; missing branding	OK	4
http://www.cityofnewarkde.us/index.aspx?NID=771	Unclear	Public	Still-TV	General information	Not sure	Slideshow with little branding or clear objective	Bad	1
http://www.cityofnewarkde.us/communityvoice	Unclear	Public	Forum	No specific	Exchange of ideas	OK	OK	3



VI. Data



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Andrew Haines

From: Andrew Haines
Sent: Friday, November 21, 2014 1:25 AM
To: 'pasierer@comcast.net'; Stu Markham (stu.markham@gmail.com); 'luke@chapmanfornewark.com'; 'MarkNewarkFirst@aol.com'; 'Marge Hadden'; Robert Gifford; Todd Ruckle (ruckled2@gmail.com)
Cc: chouck@newark.de.us; lvitola@newark.de.us; Renee K. Bensley; Andrew Haines
Subject: Proposal to create a Department of Economic Development & Communications
Attachments: Version (A) Dept of Econ Development & Communications.pdf; Version (B) Dept of Econ Development & Communications.pdf

Good evening Mayor & Council,

Councilman Chapman has contacted us regarding the submitted proposal to create a new Department of Economic Development and Communications. This document was provided to you last week at the end of Executive Session. The submitted staff proposal, represented by Version (A) attached, contemplates an expense neutral operation in 2015 compared to 2014 resources.

Council Chapman has expressed to us comments to share Version (B), attached, for consideration at Monday's (Nov 24) Budget Presentation. You can see that Version (B) provides an additional staff member specifically focused on economic development that would be carved out of the director position vs. Version (A).

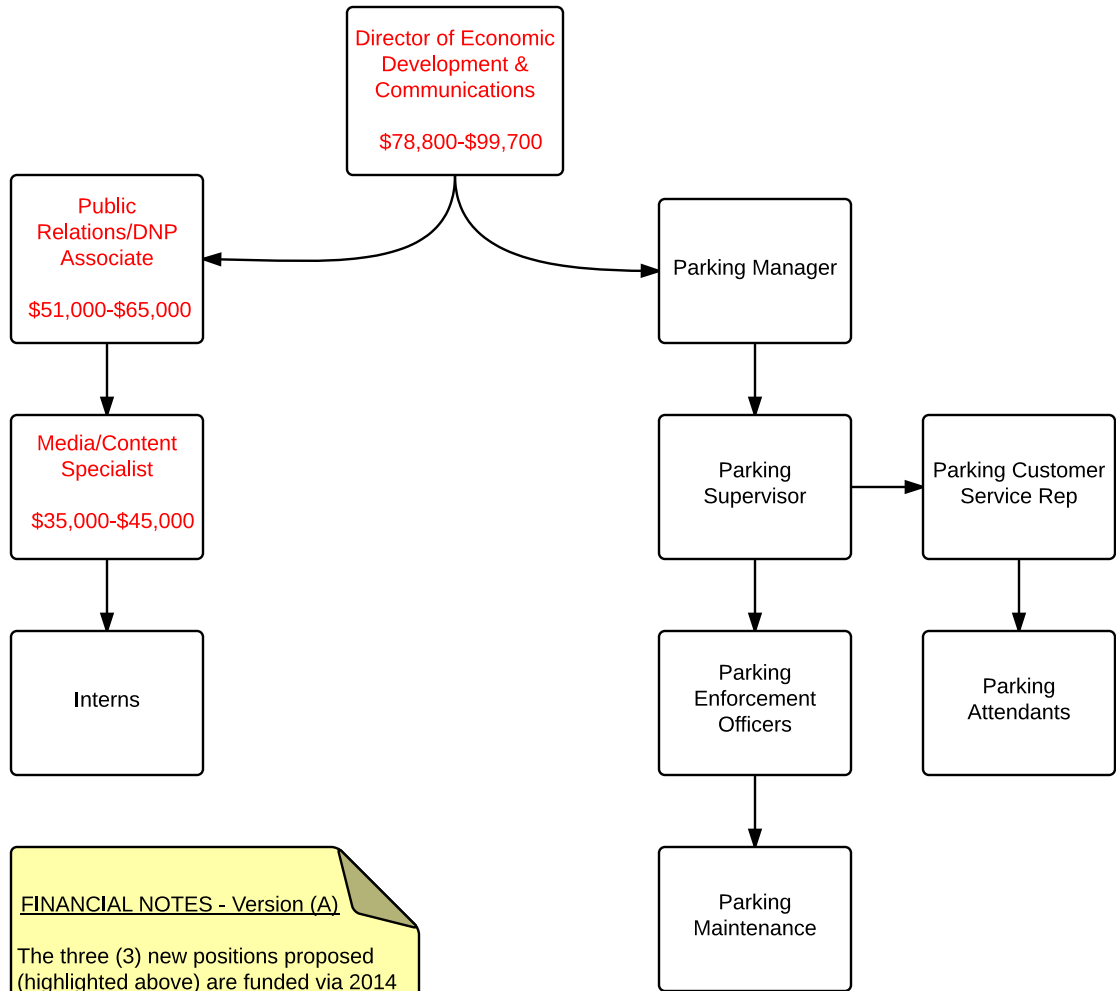
Both versions attached provide the proposed salary ranges for all personnel in the new department; please note that all Parking Division actual personnel budgetary values are submitted in the 2015 Draft Budget documents.

Please let me or Carol know if we can answer any questions leading up to Monday's meeting; Councilman Chapman can address questions regarding Version (B) consideration and expressed interest that the alternative concept be an option for consideration.

Best wishes,

Andrew

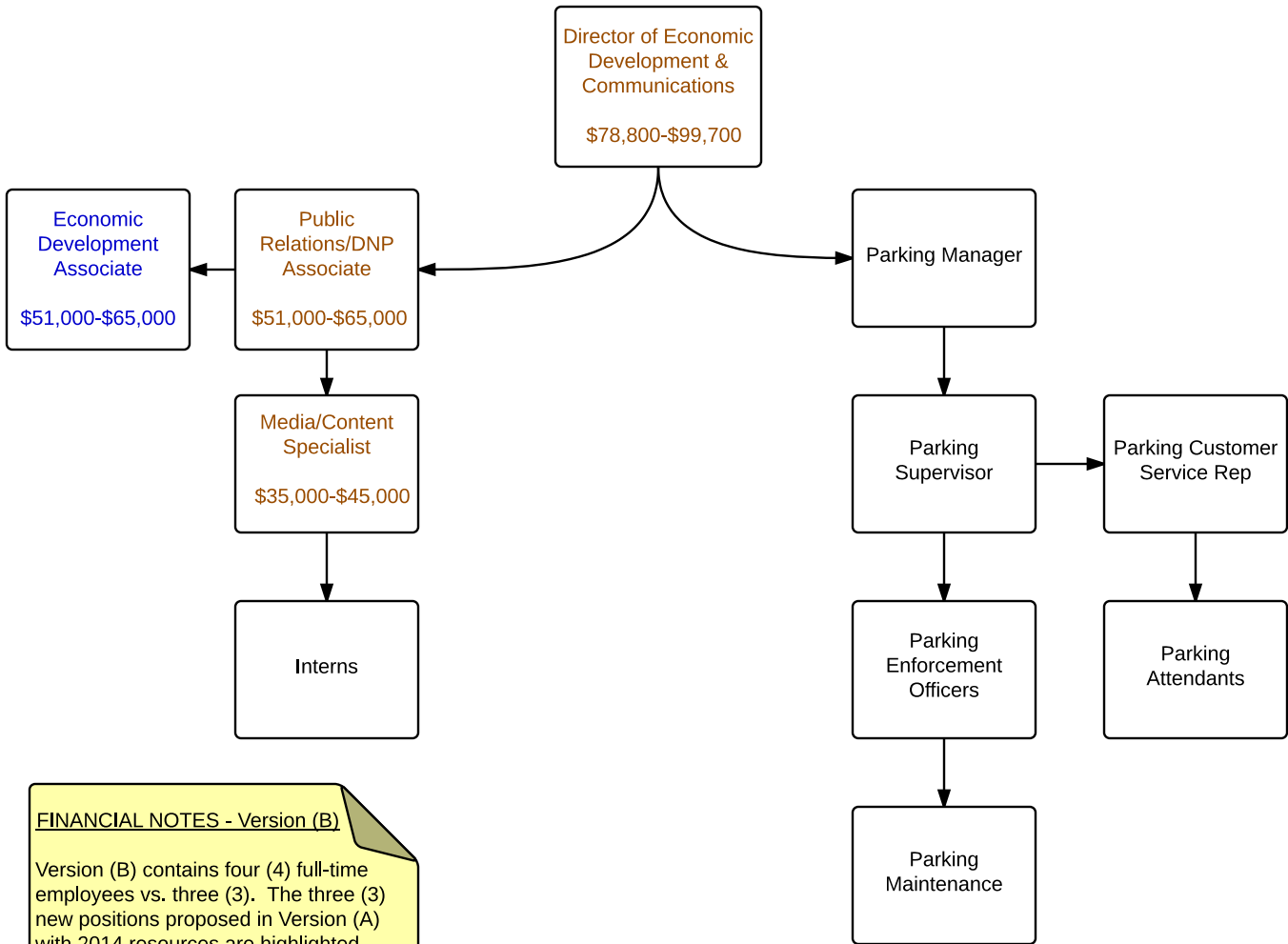
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FINANCIAL NOTES - Version (A)

The three (3) new positions proposed (highlighted above) are funded via 2014 resources that are redistributed. These resources include:

1. Funds from the City previously for GNEDP
2. Funds from UD previously for DNEDP
3. The existing Communications Affairs Officer position
4. 50% of the current Planner position that is paid by DNP appropriations.



FINANCIAL NOTES - Version (B)

Version (B) contains four (4) full-time employees vs. three (3). The three (3) new positions proposed in Version (A) with 2014 resources are highlighted above as before. The additional position is highlighted separately. Resources include:

1. Funds from the City previously for GNEDP
2. Funds from UD previously for DNEDP
3. The existing Communications Affairs Officer position
4. 50% of the current Planner position that is paid by DNP appropriations.
5. Additional Revenue required for 4th position

PLANNING & DEVELOPMENT DEPARTMENT
AFTER CREATION OF ECONOMIC DEVELOPMENT
& COMMUNICATIONS DEPARTMENT

