



TO: Downtown Development Districts

FROM: Connie Holland, Office of State Planning Coordination
Anas Ben Addi, Delaware State Housing Authority
Damian DeStefano, Division of Small Business

RE: Community Development Coach

DATE: September 2019

We are pleased to announce that the Delaware Division of Small Business coordinated with the Delaware State Housing Authority and the Office of State Planning Coordination to hire a Community Development Coach to assist Downtown Development Districts. The selected consultant is Mr. Rick Ferrell of Retail Market Answers, LLC. Mr. Ferrell has a great deal of experience in economic development, real estate, finance, market analysis and strategic planning, including specific experience with the type of businesses and downtown redevelopment projects that are common in Downtown Development Districts.

The Community Development Coach will work to organize, empower and develop municipal staff to assist them in identifying and attracting new businesses or expanding existing businesses in DDDs. In doing so, he will work to develop specific, actionable recommendations tailored to specific downtowns. He will also work to advance the integration of the DDD program into other local, state and regional economic development initiatives.

Please be expecting Mr. Ferrell to contact your DDD through the District Administrator to schedule a visit to learn more about your downtown revitalization strategies and how he can be of assistance. If you have any questions about the Community Development Coach program please contact Karen Horton of DSHA, who will be the chief point of contact with the management team who will be overseeing the program. Karen can be reached at (302) 739-4263 or by email at KarenH@destatehousing.com.

Categories of Assistance

1. Business Recruitment Assistance to Property Owners, their Real Estate Broker representatives and directly to prospective and current Business Owners
2. Business Retention – providing one on one assistance to targeted business in an effort to stabilize or improve business performance, succession planning, sale and disposition of businesses or real estate assistance to retain categories of business
3. Business Expansion Assistance
4. Access to Capital
5. One-On-One Business Owner/Prospect Technical Assistance in areas of:
 - a. Strategic business development planning
 - b. Developing financial projections for redevelopment and development projects
 - c. Small business plan development
 - d. Retail Merchandising assessments
 - e. Product mix
 - f. Signage
 - g. Store-layout assistance
 - h. Debt restructuring
 - i. Loan assistance to support access to capital needs (recommending providers and articulating the needs of the business in the context of the lenders requirements)
 - j. Site selection assistance
 - k. Marketing assistance
6. Grant writing assistance
7. Primary and Secondary Marketing research
8. Market Demographics
9. Gap Analysis
10. Ongoing Implementation Assistance relating to all of the above services