Homelessness in Delaware: New Ideas and Directions

Thursday, June 6, 2024, 10 a.m. to 4 p.m.
Embassy Suites Hotel 654 S. College Ave., Newark, DE 19713

AGENDA

10:00 a.m. Welcome
Joseph Trainor, Interim Dean, Joseph R. Biden, Jr. School of Public Policy & Administration, University of Delaware
Matthew Robinson, Professor & Director, Community Engagement Initiative, University of Delaware

10:30 a.m. Homelessness in Delaware—Setting the Context
Stephen Metraux, Professor & Director, Center for Community Research & Service, Biden School, University of Delaware
Rachel Stucker, Executive Director, Housing Alliance Delaware

11:00 a.m. Better Data for Better Homeless Services and Policy
Moderator: Sean O’Neill, Policy Scientist, Institute for Public Administration, Biden School, University of Delaware
Dennis Culhane, Professor & Faculty Director, Actionable Intelligence for Social Policy, University of Pennsylvania
Kenneth Shores, Assistant Professor & Director, Collaborative for Data Driven Action, School of Education, University of Delaware
11:30 a.m.  Developing Statewide Capacity for Supportive Housing
Moderator: Mimi Rayl, Housing Initiatives Coordinator, Center for Community Research & Service, Biden School, University of Delaware
Dina Schlossberg, Executive Director, Regional Housing Legal Services
Matthew Heckles, Regional Administrator for HUD Region 3, US Department of Housing & Urban Development

12:00 p.m.  Using Medicaid to Fund Housing Assistance
Moderator: Mimi Rayl, Housing Initiatives Coordinator, Center for Community Research & Service, Biden School, University of Delaware
Liz Buck, Senior Program Officer, Center for Health Care Strategies
Drew Wilson, Director, Division of Medicaid and Medical Assistance, Delaware Department of Health & Social Services

12:30 p.m.  Lunch & Social Time

1:00 p.m.  Keynote Address
Opening Remarks: Matt Meyer, County Executive, New Castle County, Delaware
Introductions: Steven Peuquet, Professor Emeritus, University of Delaware
Keynote Speaker: Jeff Olivet, Executive Director, US Interagency Council on Homelessness
2:00 p.m.  Panel on Innovative Practices in Homeless Services in Delaware

Moderator: Sean O’Neill, Policy Scientist, Institute for Public Administration, Biden School, University of Delaware

Hope Center
Carrie Casey, General Manager, Department of Community Services, New Castle County, Delaware

Creative Vision Factory
Michael Kalmbach, Director, Creative Vision Factory

Springboard Village
Judson Malone, Executive Director, The Springboard Collaborative
Gene Dvornick, Town Manager, Town of Georgetown, Delaware

Life Lines
Stacy Shamburger, Director, Life Lines, West End Neighborhood House

3:00 p.m.  Collectively Discerning Service Need and Next Steps

Signe Bell, Policy Scientist, and Roger Hesketh, Policy Scientist, Center for Community Research & Service, Biden School, University of Delaware

4:00 p.m.  Closing Remarks

Stephen Metraux, Professor & Director, Center for Community Research & Service, Biden School, University of Delaware
**Speaker Bios**

**Listed in Order of Appearance**

**Stephen Metraux**

Stephen Metraux is Associate Professor and Director of the Center for Community Research and Service (CCRS) at the Biden School for Public Policy and Administration. Dr. Metraux has done extensive research on homelessness, and associations between homeless and various services systems, including behavioral health, veterans, criminal justice and child welfare. His research uses administrative services data as a basis for understanding dynamics of multi-system services use. Dr. Metraux has consulted widely with local jurisdictions and non-profits in providing policy-specific and localized solutions for providing homeless and other services more effectively and efficiently.

Prior to coming to UD he was an Analyst at the National Center for Homelessness Among Veterans at the US Department of Veterans Affairs, and Associate Professor of Health Policy at University of the Sciences.

He has worked on issues related to homelessness and housing nationwide, with extensive familiarity with these issues in Delaware and southeastern Pennsylvania, including Philadelphia.

**Rachel Stucker**

Rachel Stucker is the Executive Director of Housing Alliance Delaware, a statewide non-profit organization that works to advance housing opportunities and end homelessness. She is a Returned Peace Corps Volunteer, and has worked in youth services, community development and direct crisis services with the homeless. Rachel grew up in Delaware and earned her graduate degree in Urban Affairs and Public Policy from the University of Delaware's Biden School of Public Policy. She lives in New Castle County with her partner and their preschooler.
Sean O’Neill

Sean O’Neill, AICP, works as a Policy Scientist at the University of Delaware Institute for Public Administration (IPA), which is a position he started in May of 2017. Sean’s role with IPA includes working on applied research projects with state agencies such as the Delaware Department of Transportation and the Office of State Planning Coordination, direct project work on comprehensive plans and related projects with local communities from the City of Wilmington to Sussex County, and managing IPA’s Local Government Leaders training program. Sean has also done project work at IPA on the topics of housing, economic development, bicycle and pedestrian mobility, city and town management, and community health issues. Sean has been actively collaborating with CCRS since 2019 on housing-related issues as a part of the Biden School Housing Team.

Sean O’Neill is the current President of the Delaware Chapter of the American Planning Association. In addition to serving on the Executive Committee of the Delaware Chapter of the American Planning Association, Sean has served as a co-chair of the Urban Land Institute Delaware Council, a satellite group of the ULI Philadelphia Area Council. Sean holds a Bachelor of Arts degree in Government & Politics as well as a master’s degree in Community Planning from the University of Maryland.

Dennis Culhane

Dennis Culhane is Professor and the Dana and Andrew Stone Chair in Social Policy in the School of Social Policy and Practice at the University of Pennsylvania. Dr. Culhane also co-directs Actionable Intelligence for Social Policy (AISP), an initiative that promotes the development, use, and innovation of integrated data systems by states and localities for policy analysis and systems reform. Dr. Culhane’s primary expertise is in the area of homelessness and assisted housing policy. His work has contributed to efforts to address the housing and support needs of people experiencing housing emergencies and long-term homelessness. Most recently, Culhane’s research has focused on using linked administrative data to gain a better understanding about the service utilization patterns of vulnerable populations, including youth exiting foster care and/or juvenile justice, as well as the individuals aged 55 and older who are experiencing homelessness. Dr. Culhane’s research also focuses on homelessness among veterans. From July 2009 – June 2018 he served as Director of Research at the National Center on Homelessness Among Veterans, an initiative of the U.S. Department of Veterans Affairs.
Kenneth A. Shores

Dr. Kenneth A. Shores is an associate professor specializing in education policy in the School of Education at the University of Delaware, is the director of the Collaborative for Data Driven Action, and he is affiliated with the UD Center for Research in Education and Social Policy and the Biden School of Public Policy and Administration. His research is focused on educational inequality and encompasses both descriptive and causal inference. To this end, his work addresses racial/ethnic and socioeconomic inequality in test scores, school disciplinary policy, classification systems, and school resources. In addition, he has examined how improvements to school finance systems can reduce educational inequality and how vulnerabilities in school finance systems can contribute to it. Dr. Shores was a Mangone Young Scholars Awardee, a National Academy of Education/Spencer Dissertation Fellow, a Philanthropy and Civic Society Fellow, a Stanford Graduate Fellow, and an Institute of Education Sciences (IES) Predoctoral Fellow. In 2018, he was the co-recipient of the National Council on Measurement in Education’s Annual Award for exceptional achievement in educational measurement.

Mimi Rayl

Mimi Rayl, M.R.P., is the Housing Initiatives Coordinator for the Joseph R. Biden, Jr. School of Public Policy and Administration’s Center for Community Research and Service and for the joint CCRS/IPA Housing Team. She serves on the Wilmington, DE Housing Authority Board of Commissioners, the Housing Committee of the National Association of Housing and Redevelopment Officials (NAHRO), and the Boards of the DE Chapter and Middle Atlantic Regional Council of NAHRO. Her professional experience includes housing development project management, local and regional planning, and strategic partnership development.
Dina Schlossberg

Dina Schlossberg is Executive Director of RHLS, a nonprofit organization focused on affordable housing and equitable community development. Prior to this role she served for almost 10 years as Deputy Director and Senior Attorney for Multifamily Housing Development. Prior to her time at RHLS she was Of Counsel at a small local firm and a large national law firm. Ms. Schlossberg has more than 35 years of experience in the areas of affordable housing, real estate, and lending law concentrating primarily on affordable housing and community development initiatives utilizing federal, state and local financing sources, especially the federal Low Income Housing Tax Credit. Ms. Schlossberg is a former Associate Practice Professor of Law and adjunct professor at the University of Pennsylvania Law School, and the University of Pennsylvania School of Design. She is a past Chair of the American Bar Association’s Forum on Affordable Housing and Community Development Law and the current chair of the Forum’s publications. Ms. Schlossberg serves on the board of Directors of Community Legal Services (CLS) and Philadelphia Legal Assistance (PLA) and the Philadelphia Association of Community Development Corporations (PACDC). Ms. Schlossberg is a graduate of Miami University and earned her law degree from the Temple University Beasley School of Law.

Matthew Heckles

Matthew Heckles was appointed as the Regional Administrator of HUD’s Mid-Atlantic region in February 2022 and is responsible for the oversight and delivery of HUD programs and services throughout Delaware, Maryland, Pennsylvania, Virginia, Washington, D.C. and West Virginia. He serves as HUD’s liaison to elected officials, congressional delegations, city managers, stakeholders, and customers. Prior to joining HUD, he served as the Assistant Secretary and Director of the Community Development Administration at the Maryland Department of Housing and Community Development. In this capacity, he oversaw a range of operations and services from the administration and financing of single-family mortgage and multifamily development financing to housing rehabilitation and local government infrastructure programs. Most recently, his efforts centered on COVID-19 relief programs that offered forbearance for small businesses as well as tenant and homeowner assistance. Matthew Heckles worked in various positions at the Delaware State Housing Authority for more than 12 years before his work in Maryland.
Liz Buck

Liz Buck, MPA, is a senior program officer at the Center for Health Care Strategies (CHCS). In this role, she leads a portfolio of work focused on improving health outcomes for people involved in the criminal legal system. Liz also leads projects focused on leveraging Medicaid in statewide efforts to address homelessness and building community involvement in data sharing efforts.

Prior to joining CHCS, Liz served as the director of operations for a health home program in the Bronx borough of New York City. Her experience focuses on addressing social determinants of health by aligning cross-system responses. Liz previously worked as a deputy program director at The Council of State Governments Justice Center, where she developed and led the Justice Center’s housing portfolio. In this role, she worked with state policy makers and communities to redirect, align, and invest new funding for housing people with criminal legal involvement. Liz also worked at the Corporation for Supportive Housing where she led a Health Resources & Services Administration national training and technical assistance award to improve coordination between community health centers and homeless service providers and systems.

Liz began her career in population health working at the Camden Coalition of Healthcare Providers where she led the development of a supportive housing program for people with complex health and housing needs, led statewide policy change efforts with Medicaid beneficiaries for improvements to the statewide Medicaid transportation system, and created a consumer advisory council structure to increase community involvement in public health decision-making practices through Camden Coalition’s accountable care organization model.

Liz holds a master’s degree in public administration from the Wagner School of Public Service at New York University. She earned her bachelor’s degree in political science at Union College in Schenectady, New York.
Andrew (Drew) Wilson

Andrew (Drew) Wilson serves as Delaware’s Director of the Division of Medicaid and Medical Assistance (DMMA). Drew returned to Delaware after nearly four years at the Centers for Medicare & Medicaid Services (CMS) where he specialized in Medicaid managed care policy and regulation in the Centers’ Managed Care Group. Before his federal service, Drew worked on a diverse range of issues to better the health of Delawareans, most recently through his position as a practicing health care attorney working closely with healthcare practices and providers around the state. Among his clients was his former employer, the Medical Society of Delaware. With the Medical Society, he developed policy on behalf of the state’s physicians. He holds a law degree from Albany Law School and a Bachelor of Arts from St. Lawrence University. He and his wife have two daughters, six and two, and he loves to spend time outdoors with them.

Matthew Meyer

In 2016, Matt Meyer was a sixth and seventh grade Math teacher when he first ran for public office, defeating a heavily favored three-term incumbent in a grassroots campaign to serve as the Chief Executive of Delaware’s largest county. Prior to becoming County Executive, Mr. Meyer worked as a math teacher, a diplomat in Iraq, an economic advisor to Delaware Governor Jack Markell and started two successful businesses.

Under Meyer’s leadership, New Castle County is reducing its carbon footprint, preserving more open space, turning vacant spaces into livable places, addressing environmental injustices, and has responded aggressively to COVID-19 and opportunities to build back better from the pandemic. Notably, Meyer led New Castle County to create the largest full-service homeless shelter in state history, converting a 192 room three-star hotel into the NCC Hope Center. The Hope Center today provides dignity and comprehensive services to the most vulnerable Delawareans.

A graduate of Brown University and University of Michigan Law School, Meyer is fluent in Swahili and has studied Spanish, French and Hebrew.
Steven Peuquet

Steven Peuquet retired from the faculty of the University of Delaware in 2019 after 36 years as a full-time teacher, researcher, and public service provider in the Biden School. He is a city planner and economist with expertise in the areas of urban and regional economics, poverty, housing, fair housing, homelessness, community revitalization and the social determinants of health. From 2005 to 2018 he was the Director of the school’s Center for Community Research and Service. Now, as an emeritus faculty member, he teaches part-time in these subject areas. He holds master’s degrees from both the University of Pittsburgh and the University of Pennsylvania and earned his Ph.D. in City Planning at the University of Pennsylvania.

Jeff Olivet

Jeff Olivet is the executive director of the U.S. Interagency Council on Homelessness (USICH) He has worked to prevent and end homelessness for more than 25 years as a street outreach worker, case manager, coalition builder, researcher, and trainer. He is the founder of jo consulting, co-founder of Racial Equity Partners, and from 2010 to 2018, he served as CEO of C4 Innovations. Throughout his career, he has worked extensively in the areas of homelessness and housing, health and behavioral health, HIV, education, and organizational development. Jeff has been principal investigator on multiple research studies funded by private foundations and the National Institutes of Health. Jeff is deeply committed to social justice, racial equity, gender equality, and inclusion for all. He has a bachelor’s degree from the University of Alabama and a master’s degree from Boston College.
Carrie Casey

Carrie Sawyer Casey was appointed by New Castle County Executive Matt Meyer to General Manager of the New Castle County Department of Community Services in 2021. Before that, for 14 years, Carrie proudly managed the New Castle County Division of Community Development and Housing. In her current role, Carrie oversees the New Castle County Library system, housing programs, including the Hope Center, and Community Resource Division. Carrie currently serves as Board President for the Delaware Chapter of the National Association of Community and Redevelopment Officials, is a board member with First State Community Action Agency and was appointed in 2020 to the Federal Home Loan Bank of Pittsburgh Affordable Housing Council.

Michael Kalmbach

Michael Kalmbach received his MFA at the University of Delaware in 2008. Shortly after graduation he accepted a position at the Delaware College of Art & Design, and founded the New Wilmington Art Association, an artist collective that was active from August 2008 to April 2013. This work led to Michael’s involvement with the Chris White Community Development Corporation, which developed the 23-unit artist live/work space, Shipley Lofts. Kalmbach served the CWCDC as Board Chairman from 2013-2016. In June 2011, he accepted a contract with the State’s Division of Substance Abuse and Mental Health to develop and direct a peer-run art space. The Creative Vision Factory has been open since December of 2011, and fosters the creative potential of individuals on the behavioral health spectrum in a studio art environment that cultivates integration with the community through a program of exhibitions, workshops, and communal workspace.

During his time on the Delaware State Arts Council, Kalmbach led the successful initiative to include Hip Hop as a funding category of the Delaware Division of the Arts’ Individual Artist Fellowship program. He is the recipient of several awards, including the 2010 Governor’s Awards for the Arts’ Peggy Amsterdam Award for Outstanding Achievement, the 2012 League of Women Voters of New Castle County’s Carrie Chapman Catt Award, and a 2017 University of Delaware College of Arts & Sciences Alumni Achievement Award. Michael maintains his painting practice and has exhibited his work in venues throughout the Mid-Atlantic, including the Delaware Art Museum, the Delaware Contemporary, the Biggs Museum of American Art, and UnSmoke Systems in Pittsburgh, Pennsylvania.
Judson Malone

Judson Malone is a committed community advocate residing in Georgetown, DE, with a significant focus on neighborhood revitalization and affordable housing initiatives. He is the Co-Founder and Executive Director of The Springboard Collaborative, a Delaware-based nonprofit organization dedicated to building interim and permanent communities for those in need, especially individuals facing homelessness, housing insecurity, and economic hardship. Prior to his community work, Judson worked as a consultant in Columbia, Maryland. He contributed to a new master plan for Columbia’s underdeveloped core, a five-year process incorporating smart growth and community benefits that concluded with the Downtown Columbia Plan approved in 2010 by the Howard County government.

Eugene S. Dvornick, Jr.

Gene Dvornick has served as the Town Manager for the Town of Georgetown, Delaware, since 2007. As Town Manager, Gene is responsible for the execution of policies established by the Town Council and for providing administrative direction for all town departments (Administration, Planning, Police, Public Works, Streets, Wastewater and Water). Gene’s professional affiliations include the American Society for Public Administration (ASPA), City Management Association of Delaware (CMAD), Delaware League of Local Governments (DLLG), International City/County Management Association (ICMA), National League of Cities (NLC), State of Delaware, Water Infrastructure Advisory Council (WIAC), Sussex County Association of Towns (SCAT). His community affiliations include the First State Community Action Agency, Georgetown Aid, Inc., Georgetown-Millsboro Rotary Club, La Plaza Delaware. Gene earned a Master of Public Administration from the University of Delaware in 2020. He also holds a Master of Accountancy from Virginia Tech and a bachelor of science in accounting information systems from Shepherd College.
Stacy Shamburger

Stacy Shamburger is one of Delaware’s very versatile talents. Her skillset ranges from mental health, substance use, child welfare, program and project management to entrepreneurship. Her clinical judgment is strong and her management style is supportive and development based. Stacy’s sunny disposition is also a bonus for those who have the opportunity to encounter her. She values advocacy and fair and equitable treatment of children and youth. Raised in a family of social workers, she has focused her career on youth homelessness and those exiting foster care. For the past 15 years, Stacy has worked in child and youth services and is currently sharing her talents with West End Neighborhood House as the Director of Life Lines developing and managing housing, services and Delaware’s first Drop in Center – Home Base specifically serving homeless youth.

Signe Bell

Signe Bell is Director of Nonprofit and Community Programs and Policy Scientist with the Center for Community Research and Service (CCRS) in the Biden School of Public Policy and Administration at the University of Delaware and has been working with nonprofits and community organizations for more than 20 years. In addition to her work with BoardSource®, she is also a Certified Workshop Leader for the Strategic Doing™ Institute and a Licensed Standards for Excellence® licensed consultant and directs the Nonprofit Leadership Certificate) program at the University of Delaware. Signe has a B.S. in Human Services and an M.P.A. with a specialization in Nonprofit & Community Leadership from the University of Delaware. Prior to joining the staff of the Center for Community Research and Service, she worked in the area of Youth Development with several youth serving nonprofits. Signe loves working with and coaching nonprofit/community leaders and boards and helping them attain their professional and organizational goals, as well as working with Public Policy and Nonprofit Leadership Certificate Program students as they plan and prepare for a career in Public Policy and/or Nonprofit Leadership. Her favorite types of community engagements include consensus building workshops, board/staff training, facilitation, and leadership coaching.
Roger Hesketh

Roger Hesketh (he/him), is the Director of Community Revitalization and a Policy Scientist with the University of Delaware Center for Community Research & Service (CCRS). Mr. Hesketh manages the Blueprint Communities® Delaware community revitalization program and CDI Mid-Atlantic, a nationally-recognized certificate program for professional community economic developers. He also leads and contributes to various projects in the areas of community research, planning, and organizational and community development. Additionally, he serves as an adjunct instructor for the UD Associate in Arts Program, teaching an undergraduate course in leadership. He holds a master's degree in Public Administration, with a concentration in community development and nonprofit leadership, and a bachelor's degree in International Relations, both from the University of Delaware.
About Our Hosts

Joseph R. Biden, Jr. School of Public Policy and Administration

Named for the 46th president of the United States, the Joseph R. Biden, Jr. School of Public Policy and Administration at the University of Delaware prepares students with the knowledge, skills and values necessary to engage in research and public service activities to improve the quality of life in communities around the world. Our faculty, staff, students and alumni create and use interdisciplinary, nonpartisan research and empirically based analysis to inform effective decision-making and policy and to improve leadership and administration. We partner with organizations from all sectors to discover and foster innovative and equitable solutions that promote civic virtues and democratic values.

Center for Community Research & Service (CCRS)

Launched in 1972, CCRS engages in community-based research, development, and service activities in Delaware and beyond. CCRS’s programs share a commitment to enhancing the well-being of people and places, particularly those that experience disadvantages relative to other communities. CCRS is active in multiple areas. This includes evidence-based housing research to better understand and inform responses to issues, with a focus on homelessness and its impacts, and research on topics related to public health, including the social determinants of health. CCRS also provides technical assistance, continuing education, and other support to community development initiatives and community-based nonprofit organizations. Visit CCRS online at www.bidenschool.udel.edu/ccrs.

Institute for Public Administration (IPA)

Established in 1973, IPA addresses the policy, planning, and management needs of its partners through the integration of applied research, professional development, and the education of tomorrow’s leaders. IPA links the resource capacities of the University of Delaware to the complex needs of governments, nonprofits, and the business community. Our faculty, staff, and students collaborate on public service and applied research that make a difference in the lives of citizens in Delaware and beyond, while simultaneously contributing to the university’s scholarly body of knowledge. Visit IPA online at www.bidenschool.udel.edu/ipa.
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