

# Affordable Housing on the Ground: Delaware Practitioner Perspectives

## Program Agenda

Wednesday, February 23, 2022, 10 to 11:30 a.m. | Virtual Zoom Meeting

### 10:00 a.m. Welcome

*Steve Metraux*  
Director, Center for Community  
Research and Service (CCRS)

*Jerome Lewis*  
Director, Institute for Public  
Administration (IPA)

### 10:05 a.m. Introductions

*Mimi Rayl*  
Housing Initiatives Coordinator, CCRS

### 10:15 a.m. Speaker Presentations

#### New Castle County

- *Logan Herring*  
CEO, WRK Group & REACH Riverside
- *Carrie Casey*  
General Manager, New Castle Co. Division  
of Community Development & Housing

#### Kent County

- *Karen Speakman*  
Executive Director, NCALL
- *David Edgell*  
Director, Delaware Office of State  
Planning Coordination

### Speaker Presentations, cont.

#### Sussex County

- *Katie Millard*  
Director of Development & Advocacy,  
Sussex Co. Habitat for Humanity
- *Bruce Wright*  
Community Development & Program  
Manager, First State Community Action  
Agency

### 10:50 a.m. Moderated Discussion

Moderator: *Sean O'Neill*  
Policy Scientist, IPA

### 11:15 a.m. Audience Q&A

*Roger Hesketh*  
Director of Community Revitalization, CCRS

### 11:25 a.m. Wrap Up & Next Steps

*Roger Hesketh*



# About this Webinar Series

Today's webinar is hosted by the Institute for Public Administration (IPA) and the Center for Community Research and Service (CCRS). IPA and CCRS are applied public service and research centers within the University of Delaware's Joseph R. Biden, Jr. School of Public Policy and Administration.

We are pleased to offer this event, which is the third in a series of webinars promoting dialogue among state and local agencies, nonprofits, private sector developers, and other stakeholders on affordable housing issues and opportunities in Delaware.

IPA and CCRS offer a broad range of experience in housing policy and research. The centers are working together to understand and address the need for affordable housing in Delaware. At the start of this collaboration in early 2020, the team met with private, nonprofit, and government leaders engaged in the affordable housing landscape to identify the parameters of this work. Since then, IPA and CCRS have produced two briefs and several public programs focused on the likely impacts of the pandemic on housing and homelessness. Our webinar series continues this work and looks beyond the pandemic to statewide housing issues and opportunities for synergistic research and engagement.



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## About 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.

We apply our expertise in public administration and local government land-use planning to this housing policy collaboration.

[Visit IPA online at www.bidenschool.udel.edu/ipa.](http://www.bidenschool.udel.edu/ipa)

## About 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.

We apply our expertise in community leadership and development and housing and homelessness to this housing policy collaboration.

[Visit CCRS online at www.bidenschool.udel.edu/ccrs.](http://www.bidenschool.udel.edu/ccrs)

# Biden School Housing Policy Team

## **Jerome Lewis, Director, Institute for Public Administration**

*jlewis@udel.edu*

Jerome Lewis, PhD, Associate Professor and Director of the Biden School's Institute for Public Administration (IPA), began his faculty career at UD in 1969. He helped establish and became the director of the University's Master of Public Administration program in 1975 and started the Legislative Fellows Program in 1982. Under Dr. Lewis's leadership, IPA engages students in experiential learning. Known as "The Delaware Model," this guiding philosophy equally involves faculty, professional staff, and students in public service and research projects that make a difference in the lives of citizens in Delaware and beyond.

## **Julia O'Hanlon, Policy Scientist, Institute for Public Administration**

*jusmith@udel.edu*

Julia O'Hanlon, MPA, joined IPA in 2003. Julia provides project management, research, and policy support to state and local government officials and nonprofit organizations. Julia's primary areas of expertise involve state and local management, aging-related policy issues, and healthy communities. Additionally, Julia manages IPA's Municipal Clerks Institute.

## **Sean O'Neill, Policy Scientist, Institute for Public Administration**

*oneill@udel.edu*

Sean O'Neill, AICP, joined IPA in 2017. As a member of its Regional Planning + Development team Sean works on community planning and real estate-related projects with local governments and state agencies. Sean also manages IPA's local government training program and presents timely topics on IPA's First State Insights podcasts. Prior to starting at IPA Sean was Senior Community Planner for the Chester County Planning Commission.

## **Stephen Metraux, Director, Center for Community Research and Service**

*metraux@udel.edu*

Stephen Metraux, PhD, is Associate Professor and Director of the Biden School's Center for Community Research and Service (CCRS), came to UD in 2018. Prior to that he was an Analyst at the National Center for Homelessness Among Veterans at the U.S. Department of Veterans Affairs, and Associate Professor of Health Policy at the University of the Sciences. Dr. Metraux has performed extensive research on homelessness, working on issues related to homelessness and housing nationwide.

## **Roger Hesketh, Community Revitalization, Center for Community Research and Service**

*rogergh@udel.edu*

Roger Hesketh, MPA, is Director of Community Revitalization and an Assistant Policy Scientist with CCRS, responsible for management of the Blueprint Communities Delaware community revitalization program and for CCRS's support of Jumpstart Wilmington, a neighborhood-focused real estate development training program recently launched by Cinnaire to grow local developer capacity. Prior to assuming his current role at CCRS in 2016 he served as Community Engagement and Program Manager for Public Allies Delaware in CCRS.

## **Mimi Rayl, Housing Initiatives Coordinator, Center for Community Research and Service**

*mimirayl@udel.edu*

Mimi Rayl, MRP, is a graduate research assistant with CCRS and a doctoral student in urban affairs and public policy at the Biden School. Mimi moved to Delaware in 2015. She has more than 20 years of experience in real estate development, including development of affordable housing.

# Speaker Bios



## Logan Herring

Logan Herring is the CEO of The WRK Group (The Warehouse, REACH Riverside, and Kingswood Community Center) in northeast Wilmington.

Logan began his work in the Riverside neighborhood in 2016 as the Executive Director for Kingswood Community Center (KCC). He is now also leading REACH Riverside, (Redevelopment Education and Community Health), a non-profit community development corporation created to lead the \$250 million revitalization of the Riverside neighborhood following the Purpose Built Communities model. This will include 600 units of mixed-income housing and a new state of the art KCC.

REACH and KCC are working in partnership with The Warehouse. This is a co-working facility and network for teen-serving organizations designed to address violence, academic performance, and workforce readiness amongst youth in Wilmington. It provides them with access to more than 150 teen-focused program and service providers. More than 500 teens became members in its first year of operation, and 77 were employed in 2021.

In 2021, Logan was recognized as one of Delaware Online's Most Influential Delawareans, he was named CEO of the Year for Large Nonprofits by Delaware Business Times, and he was inducted into the Delaware Business Leaders Hall of Fame.



## Carrie Casey

Carrie Casey is the General Manager of the New Castle County Department of Community Services. The Department of Community Services provides a wide range of services to New Castle County residents and

visitors that will strengthen families and individuals, build social capital, improve neighborhoods, and ensure places and spaces to live, learn, play, socialize, and recreate.

Carrie is President of the Delaware Chapter of the National Association of Housing & Redevelopment Officials, serves on the Board of Directors of First State Community Action Agency, and is a Federal Home Loan Bank of Pittsburgh Housing Advisory Council member. She was instrumental in New Castle County's 2020 purchase of the former Wilmington Sheraton South Hotel and its conversion into the HOPE Center to assist people experiencing homelessness during the COVID-19 pandemic.

In 2021 Carrie received the Gerald E. Kandler Memorial Award from the ACLU of Delaware, which honors Delawareans who have demonstrated a lifelong commitment to fighting for civil liberties.



## **Karen Speakman**

Karen Speakman is the Executive Director of NCALL, the National Council on Agricultural Life and Labor Research. She has 42 years of experience in affordable housing and community development. Karen began

her career at NCALL as a Housing Specialist, was appointed Deputy Director in 1981, and became Executive Director in 2018. As Deputy Director she oversaw development of 46 rental housing complexes and the Restoring Central Dover initiative, as well as NCALL's Consumer Services line of business. Throughout her career, Karen has remained active in public policy advocacy at the federal and state levels regarding housing and community development.

NCALL's mission is strengthening communities through housing, lending, and education. NCALL is a Community Development Financial Institution (CDFI). It is also a HUD certified Housing Counseling agency and is considered an exemplary organization by NeighborWorks America®.

Karen is past President and a current Board member of the National Rural Housing Coalition, a member of the Delaware Affordable Housing Coalition, a member of the Delaware Racial Justice Collaborative, and has been President, a Board member, and the Housing Ambassador for 1993 for the Delaware Chapter of National Association of Housing and Redevelopment Officials.



## **David Edgell, AICP**

David Edgell is the Director of the Office of State Planning Coordination (OSPC). The mission of the OSPC is the continuous improvement of the coordination and the effectiveness of land use decisions made by state,

county, and municipal governments while building and maintaining a high quality of life in the State of Delaware.

Prior to his current role, David spent over eighteen years as a Principal Planner with the OSPC. As the "Circuit Rider Planner for Kent County" his primary responsibilities included coordinating and aligning State land use priorities and resources with County, municipal and development interests. Other responsibilities included the Downtown Development Districts program, the recent update of the Delaware Strategies for State Policies and Spending, and school site and facility planning. He has taken a leadership role in planning healthy communities, focusing on policies and actions aimed at reducing health inequities.

Prior to coming to the OSPC, David worked at the University of Delaware's Institute for Public Administration assisting small towns with planning, zoning, and governance issues. He began his career working for the City of Dover Department of Planning and Inspections.



## **Katie Millard**

Katie Millard has been with Habitat for Humanity for over 10 years and is currently the Director of Development and Advocacy at Sussex County Habitat for Humanity. At

Sussex County Habitat Katie oversees all fundraising and advocates to increase access to safe, decent, and affordable housing in Sussex County and throughout the State of Delaware.

Over her career, Katie has made it her personal and professional mission to work for organizations that promote fair housing and access to affordable homes. Katie has secured nearly \$5 million dollars to build affordable housing in Sussex County and has advocated to increase funding for affordable housing production on the local and federal level. She previously worked at the Federal Home Loan Bank of Pittsburgh, Urban Redevelopment Authority of Pittsburgh, and Morris Habitat for Humanity. She is the Chair of the Sussex Housing Group's Advocacy Committee, sits on the Delaware Community Foundation's Grant Review Committee, is a member of the Delaware Affordable Housing Coalition, and was honored by Delaware Business Times in 2021 as a top 40 under 40 young professional in Delaware.



## **Bruce Wright**

With nearly thirty years of experience in leadership at one of Delaware's largest nonprofits, Anthony "Bruce" Wright brings a strong background in community

development, capacity building, and technical assistance, comprehensive community assessment, and strategic planning.

As Community Development Program Manager at First State Community Action Agency, Bruce leads a team working with close to two dozen marginalized communities across Delaware to build their capacity. Ensuring that underserved communities have the knowledge and tools they need to access resources and make informed decisions to improve their conditions is the core focus of his work. Bruce and his team have dedicated time and resources to ensuring that the causes and conditions of poverty in Delaware are being represented in decision-making circles that impact them. Advocacy for underserved communities is also a cornerstone of Bruce's work.

Bruce previously served as the Vice President of the Board of Directors of the Delaware Community Reinvestment Action Council, as the Chairperson of the Delaware Prevention Coalition, and on the board of Directors of Sussex County Habitat for Humanity. He currently serves as the Community Development Committee Co-Chair of the Sussex Housing Group.