Baltimore City Coordinated Community Plan (CCP)

Youth Homelessness Demonstration Program

MAYOR'S OFFICE OF HOMELESS SERVICES

THE JOURNEY HOME

EXECUTIVE SUMMARY

"This is the beginning, the beginning of a beautiful ending."

—KEVAR COOPER, Youth Action Board (YAB) Co-Chair

Every young person deserves to have a safe place to call home. However, for many young Baltimoreans, this place does not exist. It is estimated that about 1,698 young adults ages 18 to 24 will experience unaccompanied homelessness in Baltimore City in a given year and that nearly 6,758 young people ages 18 to 24 are unstably housed. Youth and young adults experiencing homelessness in Baltimore City lack the consistency, stability, and safety that a home can provide. Even more alarming is the fact that many members of this already vulnerable population are unable to access systems and resources specific to homeless youth and young adults. Under these conditions and in the absence of positive influences, the ability to thrive is out of reach for young people who find themselves on the streets of Baltimore City. All of this underscores the urgency of building a better system of support. Such a system will effectively prevent homelessness among young Baltimoreans and ensure that it is a brief and nonrecurring experience. We are thrilled to have been selected by the U.S. Department of Housing and Urban Development (HUD) to participate in the Youth Homelessness Demonstration Program (YHDP), an initiative that enabled our community to develop a more effective and sustainable plan tailored to the unique needs and challenges faced by every youth and young adult experiencing or at-risk of homelessness in Baltimore City. Baltimore City Coordinated Community Plan (CCP) lays out a comprehensive and systemic approach to preventing and ending homelessness among young Baltimoreans—and outlines specific goals, objectives, and strategies to achieve that end. Building on the work and expertise of the YHDP Planning Committee, successes of recent systems transformations, evidence-based strategies, real-world experience, and previous community-wide efforts, the plan represents a big step towards creating positive outcomes for young Baltimoreans and ensuring that each one of them has a safe place to call home and the support they need to thrive.

Table of Contents

TOGETHER we can end youth homelessness in Baltimore City.

VISION

"We envision Baltimore City as a community working together as one and striving to end youth homelessness with step-by-step actions that meet the needs of every youth that does not have a stable home."

We envision Baltimore City as a community working together as one and striving to end youth homelessness with step-by-step actions that meet the needs of every youth who does not have a stable home. We aim to provide youth with low- and no-barrier options for physical and mental health care services, education, meaningful employment, stable housing, permanent connections, and all resources necessary to maintain housing and create opportunities for a better life in the future. Options must be fully accessible, easy to navigate, collaborative, culturally competent, voluntary, and flexible. Our system will be youth-driven and our approaches will be designed and supported by youth experiences and expertise. Youth will have genuine influence and decision-making power. Their perspectives will be heard and respected. We commit to culturally responsive, inclusive justice that responds to factors important to young people, recognizes the impact of structural racism, and eliminates disparities based on ethnicity, ability, criminalization, age, race, sexual orientation, gender identity and expression, religion, family, and community composition. In pursuing this vision, we must commit to strong, streamlined partnerships and collaborative unified approaches that respond to the interconnected needs and goals of young people. We will be informed by reliable data and promote equity, transparency, accountability, innovation, and sustainability. Our approaches must be proactive, empathic, responsive, trauma-informed, prevention-oriented, and founded in best practices.

VALUES

Youth Voice, Power, and decision-making authority

Detemination   Racial Justice

Advocacy   Integrity   Anti-Racism   Sustainability

Persistence

Consistency   Youth Voice   Authenticity

Equity   Efficacy   LGBTQI Inclusive

Anti-Judgmental

Wellness   Equity   Presence   Intentionality

Connection

Adaptability   Transparency   Accountability

- Youth voice, power, and decision-making authority
- Equity and racial justice
- Creative and innovative solutions that push boundaries
- **Youth Action Board Values:** Integrity; Determination; Wellness; Anti-Racism; LGBTQI Inclusive; Anti-Judgmental; Consistency
- **YHDP Planning Committee Values:** Transparency; Integrity; Presence; Accountability; Equity, Recognition of Multiple Truths and Perspectives, Authenticity, Adaptability; Sustainability; Connection; Efficacy; Persistence; Intentionality; Advocacy

STATEMENT OF NEED

Annualized Number

Providing an accurate count of the number of people experiencing homelessness can be very challenging, as it requires to account for conflicting federal definitions of homelessness and the variety of factors that contribute to homelessness. It is even more challenging to quantify the number of young people without safe and stable housing, for they can be difficult to identify and count. In addition, methods often used for counting homeless youth and young adults don't accurately capture survival strategies common to this population, such as being mobile and transient, staying with friends, or hiding. Youth are less likely to seek and access services available at shelters or through outreach workers due to feelings of mistrust and perceptions that those services are not designed to help them (Curry et al., 2017; Durso & Gates, 2012; Slesnick, Guo, Brakenhoff, & Bantchevska, 2015). Research on experiences leading to youth homelessness provides some evidence for why youth may not trust the homeless service system by demonstrating that youth who become homeless are more likely than their peers to have experienced some form of abuse or neglect either by adult caretakers or within the social welfare system. (Dworsky, Napolitano, & Courtney, 2013; Gwadz et al., 2018a; Holtschneider, 2016; Kidd et al., 2013; Morton et al., 2018; Slesnick et al., 2008). They are many other factors that hinder young people's ability to use available resources. Many of them fear repercussions associated with disclosing their housing status, others avoid services that are not youth-centered or affirming of their identity, and many others are unable to access services and housing due to limited capacity and restrictive eligibility requirements and prioritization standards.

With those realities understood, our best estimate of a local annualized number is still useful to project the service and housing needs that our community must address both within the homeless services sector and broadly across multi-system partnerships. Utilizing multiple data sources, we estimate that 1,698 young adults (ages 18-24) will experience unaccompanied homelessness in Baltimore City in a given year. We further estimate that 6,758 young people in Baltimore are unstably housed. While most of these young people will not enter the formal homeless service system, these figures underscore the urgent need for an active cross-systems collaboration through which community members, agencies, and organizations will work together to ensure that all young people have access to housing and economic stability—and the support they need to remain stably housed and thrive.

> See Appendix I for formula used to determine the annualized number of young adults ages 18 to 24 experiencing or at-risk of homelessness.

Total Annualized Number (18-24)

1,698

Homeless

6,758

Unstably Housed

"Youth are less likely to seek and access services available at shelters or through outreach workers due to feelings of mistrust and perceptions that those services are not designed to help them."
*—Excerpt from Baltimore City CCP*

In recent years, there have been innovative attempts across the country to address the chronic undercounting of youth experiencing homelessness and reconcile conflicting definitions of youth homelessness. The most expansive and inclusive estimate of youth homelessness to date comes from Voices of Youth Count (VoYC), a large, multicomponent study that attempts to document the prevalence and experiences of homeless youth in the United States. The study focuses on homelessness among youth and young adults ages 13 to 25 and is led by Chapin Hall at the University of Chicago. Results from the 2017 Voice of Youth Count survey, which were published in HUD's 2018 Annual Homeless Assessment report to Congress, revealed that about 460,000 youth ages 13 to 17 and 1.87 million youth ages 18 to 25 had experienced explicit homelessness at some point in the preceding year (Henry et al., 2018). Additionally, it was estimated that about 200,000 youth ages 13-17 and 1.6 million youth ages 18-25 had experienced couch surfing (Henry et al., 2018). Data from the survey were also used to analyze demographic and risk outcomes between youth experiencing explicit homelessness and those experiencing coach-surfing. Researchers found very few differences between the two groups (Curry et al., 2017). The evidence suggested that couch surfing is a significant risk factor for subsequent experiences of explicit homelessness and that coach surfing among youth has many of the same antecedents as homelessness, including "disrupted family relationships, mental health, substance use problems, exiting from state care, and poverty" (Curry et al., 2017).

Had experienced Explicit Homelessness	Had experienced Couch-Surfing
460,000 Youth Ages 13-17 1.87 Million Youth Ages 18-25	460,000 Youth Ages 13-17 1.87 Million Youth Ages 18-25

The findings of the Voices of Youth Count provide an important backdrop to our attempts at estimating a local annualized number. More specifically, these findings allow us to acknowledge the following realities:

1. Projected against these national estimates, our local annualized number is likely a significant undercount because it relies on already available data sources, all of which present gaps in definitions of homelessness and access to the targeted population.

2. Research demonstrates that youth experiencing high levels of housing instability experience a similar level of risk for adverse health outcomes and early death as youth who are literally homeless. For this reason, a broader definition of homelessness is needed to enable more youth who are in need of support to access formal systems and apply for housing placements.

3. Although our reporting is split between young adults experiencing literal homelessness and those at-risk of homelessness, we acknowledge that the needs of both groups are highly overlapping. Hence our response to ending youth homelessness in Baltimore City will require resources from and active partnerships between multiple systems and the homeless services system. Such partnerships will help ensure that all young Baltimoreans have access to the support they need to achieve and maintain housing and economic stability.

Figure 1—Homeless Management Information System (HMIS) Data on Young Adult Homelessness (18-24)
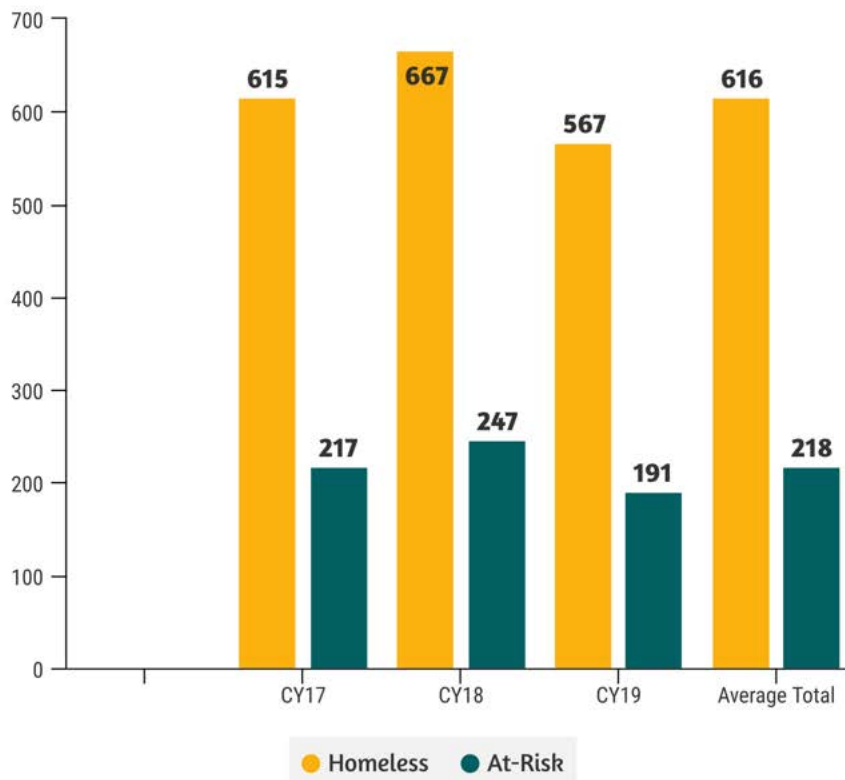
On average, 616 young adults between the ages of 18 and 24 were identified as experiencing homelessness and 218 were identified as at-risk of homelessness within the Baltimore City Homeless Management Information System (HMIS) over a three-year period. These figures represent the total number of young people within the following HMIS projects: eviction prevention, street outreach, drop-in centers, emergency shelter, host homes, and transitional housing. The figures also include data on young adults prior to placement in rapid rehousing and permanent supportive housing. It is important to note that the HMIS numbers represent a substantial undercount of the number of young people experiencing or at-risk of homelessness and only capture the number of young adults who regularly connect to services via HMIS. Moreover, the HMIS system do not fully encompass all providers, systems, or services youth connect to, which underscores a need for more youth-friendly providers and youth-centered data tracking mechanisms.

616 Experiencing Homelessness

218 At-Risk

Youth REACH Maryland Report

Youth REACH MD – Total Counts of Youth (All Ages)
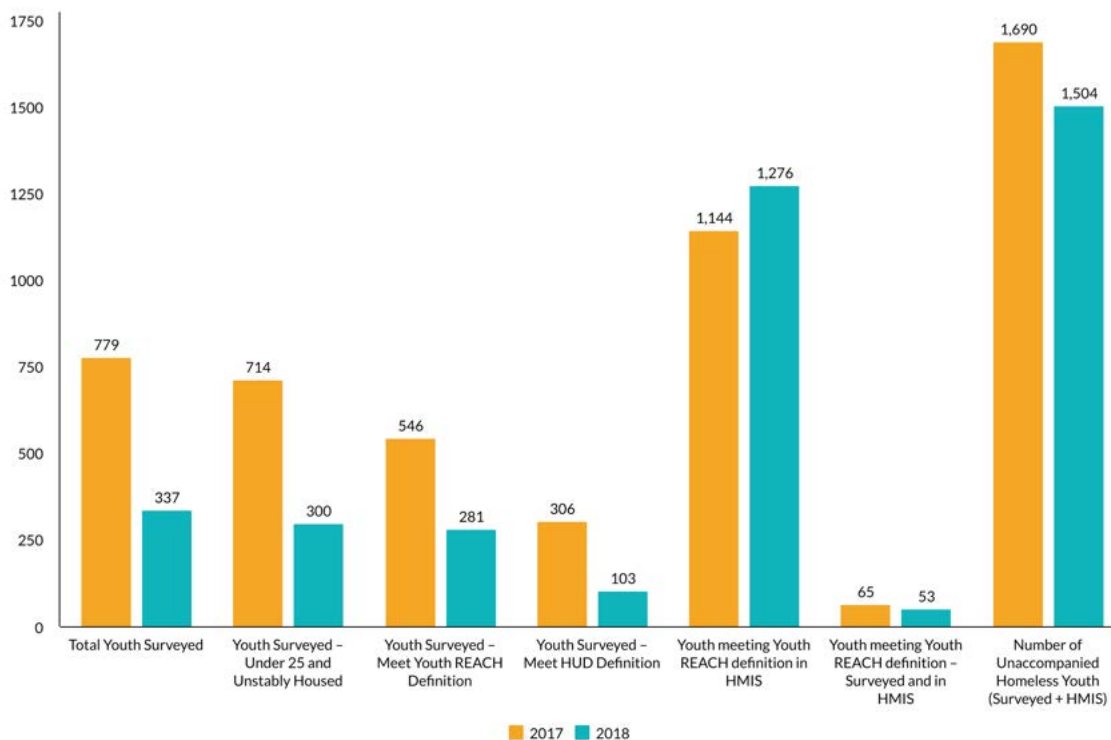
Youth REACH Maryland is a state-wide count designed to identify unaccompanied homeless youth experiencing housing instability or homelessness. The count is conducted with participation from youth leaders and designed to better understand trends in youth homelessness over time. Youth REACH defines the population as any youth who is 1) under the age of 25; 2) not in the physical care of custody of a parent or legal guardian; and 3) lacks a fixed, regular, and adequate nighttime residence. While we understand this to be a more comprehensive count than the Point-in-Time (PIT) Count, it is still a substantial undercount of all youth and young adults experiencing homelessness and housing instability in Baltimore City. Additionally, it should be noted that the majority of the youth surveyed did not likely meet the HUD Category 1 definition of homelessness and it is impossible to know precisely how many of those surveyed would meet the criteria for other categories. One of the most significant Youth REACH findings is the minimal overlap of youth and young adults surveyed with those found in HMIS. This suggests that there are far more homeless youth and young people in Baltimore City than have been identified within HMIS.

Additional System and Organizational Partner Data

Baltimore City Department of Social Services (BCDSS)

The Baltimore City Department of Social Services is the public child welfare agency responsible for foster care and family preservation services. In 2018, the average monthly total enrollment in foster care was 1,937 individuals, with approximately equal female and male enrollments. On average, 77 percent of placements were categorized as Black/African-American, 15 percent as White/Caucasian, eight percent as Other, three percent as Hispanic/Latino, and less than one percent as Non-Hispanic Asian or Native Hawaiian/Pacific Islander. On average, there were 89 entries and 93 exits to out-of-home care and services each month and an average of 58 individuals were reported in a "runaway" living arrangement each month.

Figure 2—2018 Baltimore City Department of Social Services Data (Ages 18-24)

In 2018, the Baltimore City Department of Social Services reported a total of 36 individuals ages 18–24 under runaway status and 148 who aged out of the system.
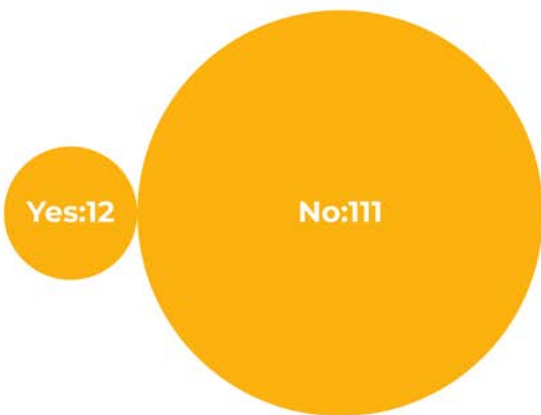
Aged Out

Runaway Status

36

148
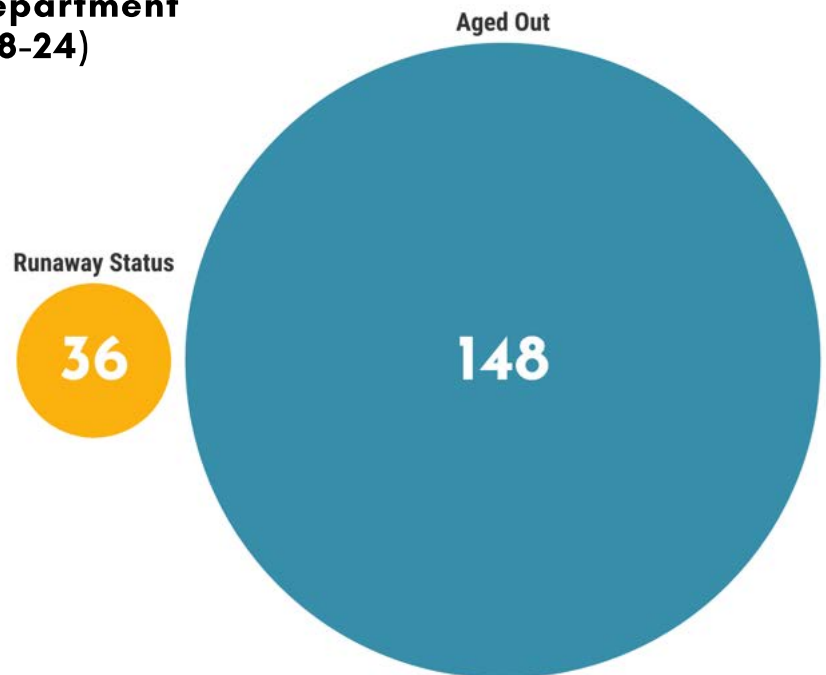
Baltimore City Public School System

According to the available data on public schools in Baltimore City, 3,518 children and youth were identified as experiencing homelessness in the 2017/2018 school year, representing a 77 percent increase over three years within Baltimore City Public Schools. Of the 3,518 homeless children, 59 percent were doubled up and 40 percent were sheltered.[1] In the 2017/2018 school year, there were approximately fifty unaccompanied homeless youth identified in public schools in Baltimore City. Of those individuals, the majority reported their most recent location as "doubled up", while about a third reported staying within shelter. Approximately six percent listed their status as unsheltered. Based on the low numbers and fluctuations across school years, we assume this is a severe undercount that does not fully represent the frequency of unaccompanied youth homelessness among Baltimore City Schools students. Similarly, data from the 2018 Youth Risk Behavior Survey results conducted at Baltimore City high schools indicates a small number of students ages 18-24 who report homelessness or housing instability (See Table 4)[2]. This indicates a strong need to partner with our public school system to develop and implement cross-sector strategies that will be more effective in identifying unaccompanied homeless youth and connecting them to services.

Figures 3 & 4—Baltimore City Public School System
Data (Ages 18-24) – 2018 Youth Risk Behavior Survey Results

During the past 30 days, did you ever sleep away from your parents or guardians because you were kicked out, ran away, or were abandoned?

Yes: 12   No: 111

During the past 30 days, where did you usually sleep?

Parent's or guardian's home	113
Home of friend/family/other	7
Shelter or emergency housing	4
Motel or hotel	2
Car, park, campground	1
Somewhere esle	1
No usual place to sleep	0
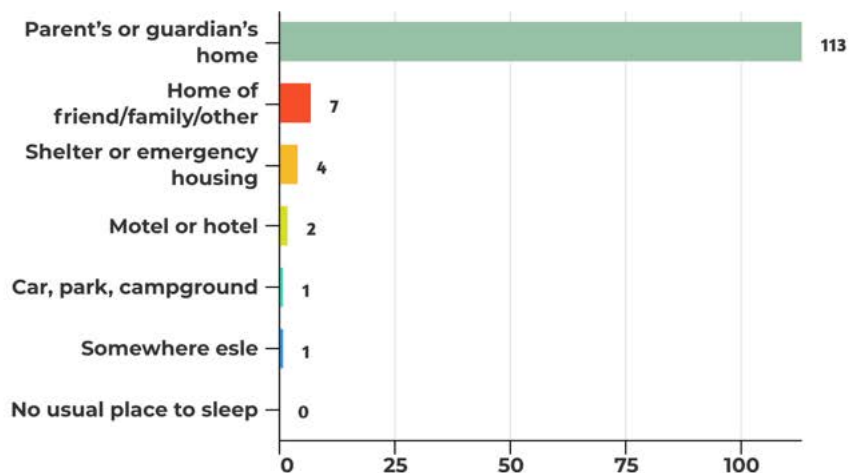
Non-HMIS Data

One nonprofit partner who doesn't enter all program data into HMIS reported independent totals and identified 55 individuals served during 2018.

[1] Homeless Student Enrollment Data by Local Educational Agency-School Year 2017-18 EDFactsData Documentation, U.S. Department of Education, Washington, DC: EDFacts. Retrieved from https://www2.ed.gov/about/inits/ed/edfacts/data-files/school-status-data.html
[2]https://phpa.health.maryland.gov/ccdpc/Reports/Documents/2018%20YRBS%20YTS%20Reports/Baltimore%20City/2018MDHS26%20Detail%20Tables.pdf

Annualized Number

Counting the number of minors experiencing homelessness involves all of the same obstacles as those for young adults ages 18-24, and such efforts face additional barriers related to involvement with the child welfare system and exceedingly limited resources within the homeless service system that are targeted to minors. Utilizing multiple data sources, we estimate that in a given year, 228 minors (under 18) will experience unaccompanied homelessness. We further estimate that 532 minors are unstably housed. While most of these young people will not enter the formal homeless service system, it points to the incredible need for multiple system partners to contribute planning and resources to ensure all young people have access to economic and housing stability.

See Appendix II for the formula used to develop the annualized number of youth under 18 experiencing and at-risk of homelessness in Baltimore City.

HMIS Data on Youth Homelessness (Under 18)

On average, 37 youth under the age of 18 were identified as experiencing homelessness and 28 were identified as at-risk of homelessness within the Baltimore City Homeless Management Information System (HMIS) over a two-year period. This represents all young people within the following HMIS projects: eviction prevention, street outreach, drop-in centers, emergency shelter, host homes, and transitional housing. It also includes young adults prior to placement in rapid rehousing and permanent supportive housing.

Figure 5—Total Count of Youth (Under 18) in HMIS
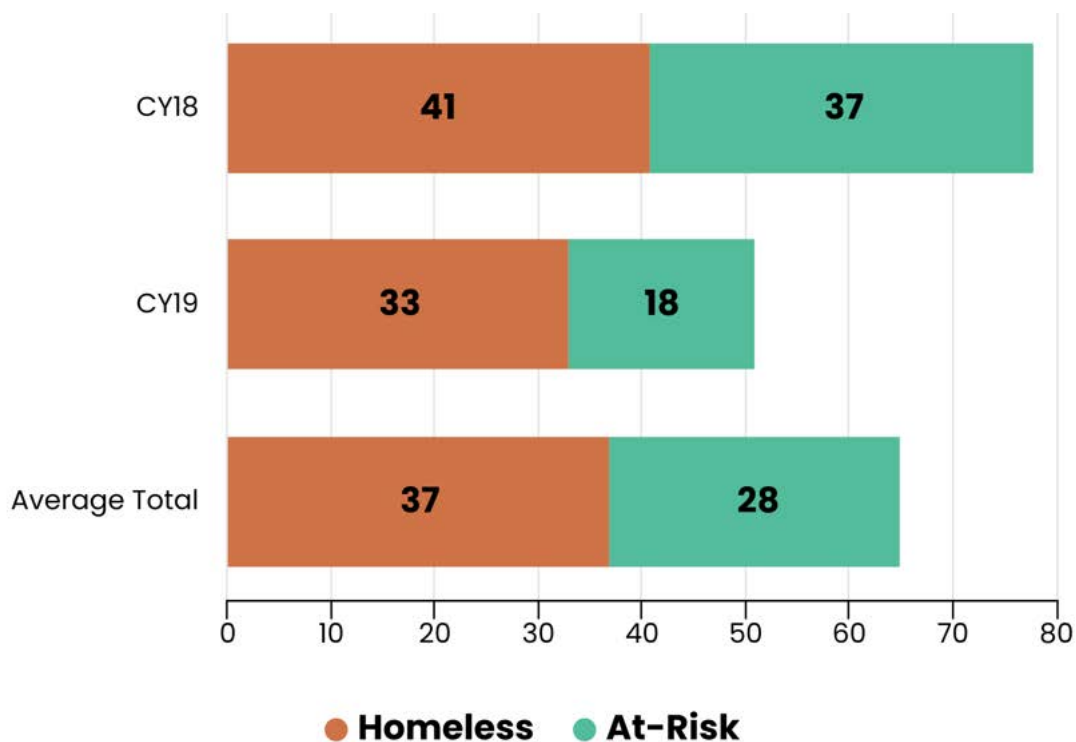
Total Annualized Number (Under 18)

228
Homeless

532
Unstably Housed

Additional System and Organizational Partner Data

Baltimore City Department of Social Services (BCDSS)

In 2018, the Baltimore City Department of Social Services reported fourteen individuals under the age of eighteen who were classified under runaway status (See Table 6)[3].

Baltimore City Public School System

2018 Baltimore City Department of Social Services Data (Under 18)

14 Runaway Status

As previously noted, the available public school data does not fully represent the prevalence of unaccompanied youth homelessness. However, the 2018 Youth Risk Behavior Survey Results for Baltimore City students under the age of eighteen indicates that some minors do report experiences of homelessness, including 85 students who reported sleeping away from their parents or guardians due to being kicked out, running away, or being abandoned.(See Figure 6)[4].

Figures 6 & 7 Baltimore City Public School System Data (Under 18) 2018 Youth Risk Behavior Survey Results

During the past 30 days, did you ever sleep away from your parents or guardians because you were kicked out, ran away, or were abandoned?

Yes:85   No:1,128

During the past 30 days, where did you usually sleep?

Parent's or guardian's home	1,159
Home of friend/family/other	24
Shelter or emergency housing	16
Motel or hotel	4
Car, park, campground	3
Somewhere esle	7
No usual place to sleep	6

[3] Homeless Student Enrollment Data by Local Educational Agency-School Year 2017-18 EDFactsData Documentation, U.S. Department of Education, Washington, DC:EDFacts. Retrieved from https://www2.ed.gov/about/inits/ed/edfacts/data-files/school-status-data.html.
[4]https://phpa.health.maryland.gov/ccdpc/Reports/Documents/2018%20YRBS%20YTS%20Reports/Baltimore%20City/2018MDHS26%20Detail%20Tables.pdf
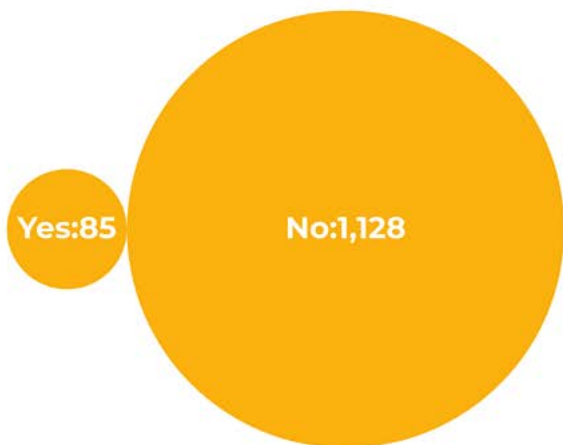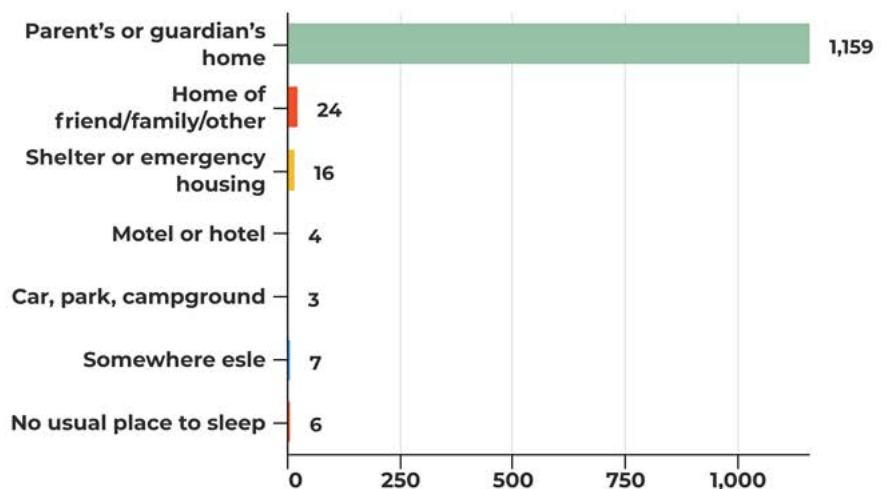
Pregnant and Parenting Youth and Young Adults

Within the homeless service system, a significant portion of youth and young adults are themselves pregnant or parenting. Homeless youth and young adults who are pregnant or parenting experience very unique challenges. Housing eligibility is often driven by household composition (i.e. housing for single adults or families) and; when youth are pregnant, they are often forced to move to the appropriate housing program right before they give birth. This move, in addition to being a first-time parent, can be a very stressful and isolating experience. Thus it is very important to ensure warm handoffs between staff and no interruptions in housing. Young parents may also be struggling with a plethora of other issues, including being homeless while parenting young children or needing to secure housing before reuniting with children who are in the care of the child welfare system. Young parents are in need of quick access to shelter and housing to ensure the health and safety of their young children and some of them may need legal aid to regain custody of their children. Beyond the usual array of homeless youth services, pregnant and parenting youth express other needs, including the needs for connection to childcare, prenatal care, and independent living skills that include a parenting component. Of the 708 young people counted in HMIS in 2018, 133 were homeless with their children. We estimate that a similar proportion of youth and young adults who are at-risk of experiencing homelessness are parenting or pregnant youth.

HMIS – Total Counts of Youth and Young Adults (2018)

Total Young Adults
667

Total Parenting Young Adults
113

Total Non-Parenting Young Adults
575
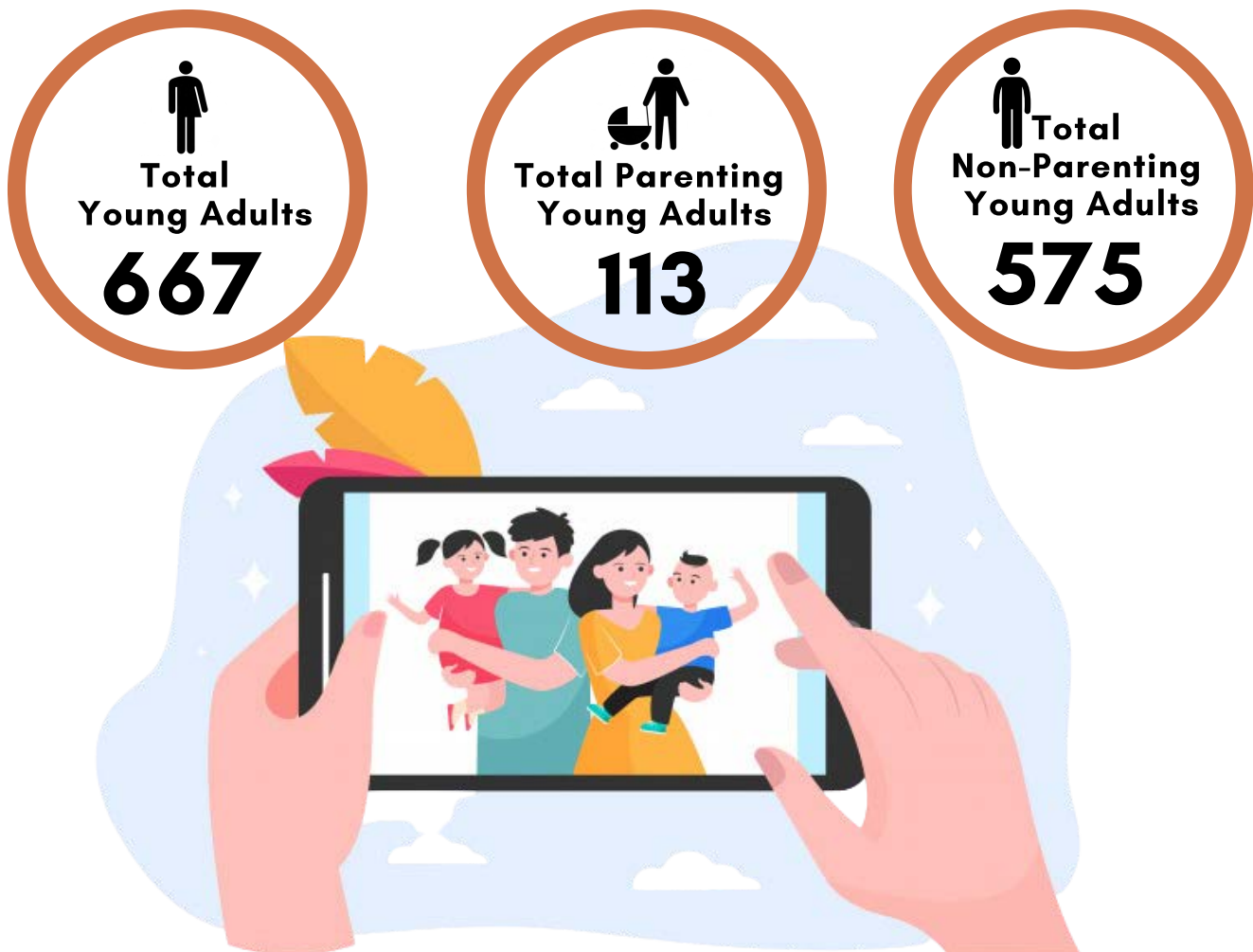
Additional Characteristics of Youth and Young Adults Experiencing Homelessness

Demographic Data

Of the total population of 708 youth and young adults in Baltimore City HMIS in 2018, the following demographics were self-reported on race, ethnicity, gender, and sexual orientation.

Race

Asian < 0%
1.0 %
2.0 %
3.0 %
1.0 %
12.0 %
81.0 %

- Black or African American
- White
- Native Hawaiian or Other Pacific Islander
- Multi-Racial
- Data not collected
- American Indian or Alaska Native

Ethniticity

2.0 %
5.0 %
93.0 %

- Hispanic/Latino
- Non-Hispanic/Latino
- Data Not Collected

Gender

Female 54%
Male 44%
Gender Non-Conforming < 0%
Trans Female (MTF) 1%
Trans Male FTM) 1%

Sexual Orientation

2.0 %
1.0 %
6.0 %
2.0 %
5.0 %
84.0
Identity Not Listed < 0%

- Data not collected
- Gay
- Bisexual
- Heterosexual
- Lesbian
- Questioning / Unsure

Age

Age	Count
12	2
13	2
14	4
15	6
16	10
17	17
18	52
19	68
20	71
21	101
22	91
23	129
24	155

Figure 13—HMIS Prior Living Situations

275
280
86
76
49
20
30
12

- Data Not Collected
- Other
- Place not meant for habitation
- Emergency shelter, including hotel or motel
- Staying or living with a family member
- Staying or living with a friend
- Transitional housing for homeless persons
- Hospital or non-psychiatric medical facility
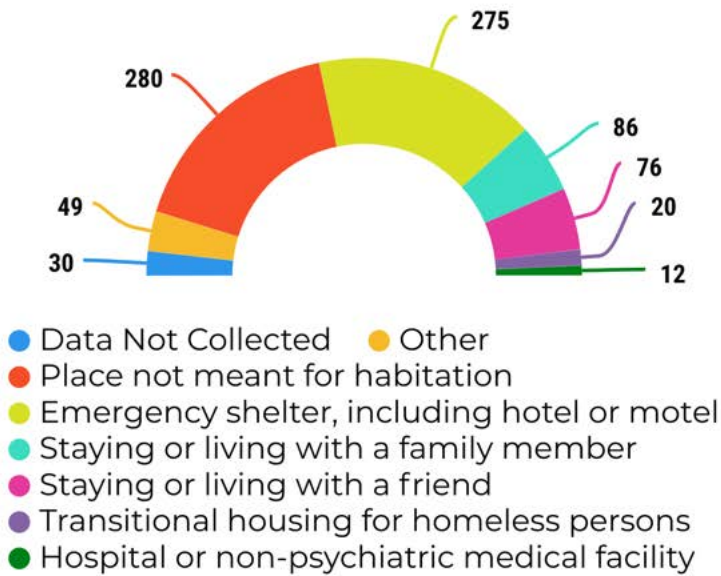
Young adults' living situation is reported in HMIS prior to enrollment. In 2018, the most frequently reported living situations were the following:

- Places not meant for human habitation
- Emergency shelter, including motels & hotels paid by emergency shelters
- Staying with a family member
- Staying with a friend
- Transitional housing
- Hospital or non-psychiatric medical facility

Youth REACH MD also collects information on current and prior living situations. Using a broader definition of homelessness and accounting for living situations over the past two months, the most commonly reported living situations were the following:

1) Staying with a friend
2) Staying in a shelter/motel
3) Staying in places not meant for human habitation (outside or in an abandoned building)
4) Staying with immediate or other family
5) Staying with a stranger

Notably, 83 percent of youth and young adults had stayed in at least two places over the past two months, 27 percent had stayed in four or more places, and 10 percent had stayed in seven or more places, suggesting a high degree of housing instability for the majority of those surveyed.

Youth Reach Prior Living Situations

83% of youth and young adults had stayed in at least two places over the past two months.

27% of youth and young adults had stayed in four or more places over the past two months.

10% Of youth and young adults had stayed in more than one place over the past two months.

Table 1

Youth REACH 2018 Data: Prior Living Situations				
	Where youth stayed the night before survey (n=281)		All the reported places where youth stayed in the last two months (n= 281)	
	Frequency	Percent	Frequency	Percent
Staying with immediate family	9	3%	34	12%
Staying with foster parents	2	1%	0	0%
At my own apartment	2	1%	3	1%
Staying with other family	21	7%	49	17%
Staying with friend	83	30%	139	49%
Staying with stranger	21	7%	73	26%
At a shelter/motel	55	20%	103	37%
In a transitional housing program	28	10%	25	9%
In a group home	2	1%	5	2%
Outside in the park, on the street, in car, etc.	25	9%	71	25%
Inside an abandoned building or squatting	20	7%	62	22%
In a treatment or medical facility	5	2%	14	5%
In a jail or juvenile detention	3	1%	29	10%
In a college dorm	1	0%	4	1%
Other	4	1%	2	1%

Tabe 2—Life Experiences and Contributing Factors

The PIT Count and Youth REACH data also allow to identify the most commonly reported life experiences and factors contributing to homelessness for young adults surveyed in Baltimore City.

Primary Causes of this Episode of Homelessness (PIT Count 2018, n=56)		Life Experiences (Youth REACH 2018)	
Kicked out by family or friends	52%	Ever stayed in jail	39%
Left due to unsafe environment	32%	Ever stayed in juvenile detention	33%
Lost employment	27%	Have children	32%
Left due to poor unit conditions	21%	Lived in a group home	32%
Eviction	20%	Foster care experience	25%
Aged out or left foster care	14%	Currently pregnant	11%

Contextual Factors

Housing

Homelessness persists for many individuals and families, both nationally and locally, as the need for affordable housing continues to grossly exceed available opportunities and housing costs continue to outpace wages. Only one-fourth of eligible households nationwide receive federal rental assistance. To afford a two-bedroom apartment in Baltimore, a household would need full-time employment paying $26.46 an hour, the equivalent of working 2.9 full-time jobs at minimum wage[5]. As a result, more than fifty percent of Baltimore renters live in housing they can't afford and 33 percent are spending more than half of their income on housing.

Estimates of homelessness in Baltimore City also indicate that the need for housing outstrips the available resources within the homeless service system. According to emerging trends in Coordinated Access system data, less than 30% of households experiencing homelessness will have access to a permanent housing intervention. Additionally, to the degree that young people are less likely to have experienced chronic homelessness, they are also less likely to be prioritized for the extremely limited supply of permanent housing interventions that are available. There are an extremely limited amount of youth-focused crisis services and housing options within the current homeless service system. Publicly funded youth-focused homeless services include the following (See Table 3):

Table 3—Publicly Funded Youth-Focused Services

Program	Service Type	Capacity
Youth Empowered Society	Drop-In Center	-
St. Ambrose Host Homes	Host Home	10 rooms
Historic East Baltimore Community Action Coalition	Emergency Shelter	10 beds
AIRS – GYFLC	Transitional Housing	12 units/27 beds
Youth Empowered Society	Rapid Rehousing	30 enrollments
AIRS – Restoration Gardens I and II	Permanent Supportive Housing	84 units
AIRS – Youth Space	Permanent Supportive Housing	7 units

[5] https://reports.nlihc.org/oor

In addition to these youth-focused programs, young adults are also served by a variety of supportive service and housing programs available to all people at-risk of and experiencing homelessness. As indicated by program enrollment data in 2018, a significant number of youth enrollments are included across program types. (Note: The St. Ambrose Host Homes program was not entering data in 2018, and therefore, is not reflected in this count.)

Table 4

HMIS Enrollment Information for Unaccompanied Youth Served in 2018			
Program Type	Count of Enrollments	Average Length of Enrollment	Percent of Exits to PH
Day Shelter	183	173	0%
Emergency Shelter	291	40	19.3%
Permanent Supportive Housing	63	212	76.9%
Rapid Re-Housing	79	273	75.0%
Street Outreach	161	163	24.7%
Transitional Housing	51	331	62.5%
Coordinated Access	84	N/A	9.5%
Homeless Prevention	27	226	51.9%
Eviction Prevention	92	10	96.7%

Employment

Homelessness, unemployment, underemployment and the intersectionality of each represents a significant obstacle to achieving higher qualities of life for its residents. This is particularly true for youth and young adults who often see higher barriers to living wage and stable employment. Some of the findings and lessons learned from Baltimore City's Journey to Jobs Report, Understanding and Eliminating Barriers Imposed on Homeless Jobseekers, clearly depict a system where navigating employment while experiencing homelessness is a monumental challenge. Unemployment rates in Baltimore City continues to remain high at 5.3% according to the October 2018 report by the Maryland Department of Labor, Licensing and Regulation. In some communities, nearly 1 in 3 adults are jobless. Over 20% of the city's adult population lacks a high school diploma and the city is home to a large number of returning citizens (post-incarceration).

Moreover, the general morale among many Baltimore job seekers remains low. Those who want to find work often are discouraged by both real and perceived barriers. Among the quotes gleaned from participants in the Journey to Jobs initiative are the following:

"I didn't have a problem getting jobs, until I got arrested."
"They didn't hire me- I swear it's because I'm black."
"People look at me- young, Black, female... You don't know me."

Of those who responded to employment questions in Coordinated Access, 25% reported current employment and over 90% indicated that they have some work experience.

Despite all these challenges, young people continue to demonstrate their potential and interest in employment opportunities. Of those who responded to employment questions in Coordinated Access, 25 percent reported current employment and over ninety percent have had some work experience. Additionally, over 80% of respondents indicated interest in employment. For those not interested in employment or facing more significant barriers, access to education and job readiness programs is needed to mitigate pre-existing barriers to employment.

Figure 14—Coordinated Access 2019 Employment Status for Young Adults

25.0 %

47.0 %

8.0 %
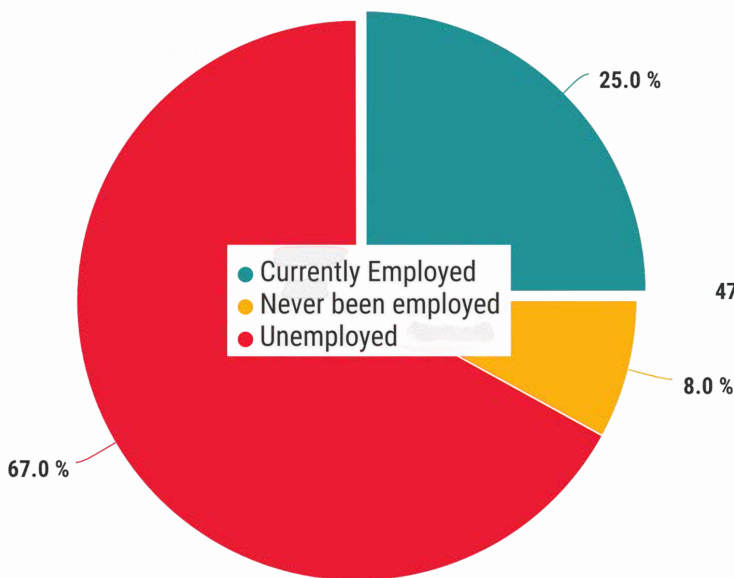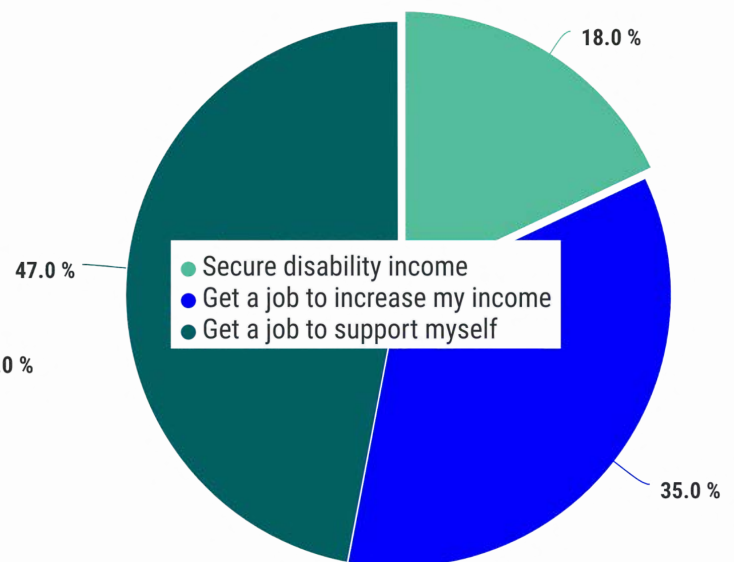
67.0 %

- Currently Employed
- Never been employed
- Unemployed

Figure 15—Coordinated Access 2019 Employment Goals for Young Adults

18.0 %

35.0 %

- Secure disability income
- Get a job to increase my income
- Get a job to support myself

Education

As indicated in the previous sections, public school data on youth and young adults does not fully capture the scope of homelessness, particularly for unaccompanied homeless youth.

Additional data collection methods, including the Youth REACH MD Count, provide information on the educational attainment of surveyed youth and young adults. Of those who responded to Youth REACH education-related questions in 2018, 49 percent reported having less than a high school diploma or GED, while 43 percent had either a GED or high school diploma. Of those enrolled in school, 46 percent were enrolled in a GED program, 30 percent in high school, 13 percent in college, six percent in vocational training, and 1 percent in middle school.

A long-standing and broad body of research has established what is referred to as "the education premium", a phenomenon summarized in the statement "the more you learn, the more you earn".[6] The education premium is the difference in earnings between the more and less highly educated and can be the difference between homelessness and housing stability. In addition to having higher levels of income, people with higher levels of education are more likely to move up the socioeconomic ladder and access employer-provided benefits (e.g. health insurance and retirement). They are also less likely to be unemployed or receive public assistance.[7] It is important to note that besides benefitting the individual, higher levels of education also contribute to regional economies by increasing the skill level of the available workforce and generating a stronger tax and consumer base.[8]

Figure 16—Youth Reach 2018 Educational Attainment (n=278)

Figure 16—Youth Reach 2018 Educational Attainment (n=278)

- Some College — 7.0 %
- GED — 13.0 %
- College Degree — 1.0 %
- Less than a High School Diploma/GED — 49.0 %
- High School Diploma — 30.0 %

Figure 17—Youth Reach 2018 Current School Enrollment (n=81))

Figure 17—Youth Reach 2018 Current School Enrollment (n=81))

- Middle School — 1.0 %
- Vocational Training — 6.0 %
- College — 13.0 %
- GED — 46.0 %
- High School — 30.0 %
- Other — 4.0 %
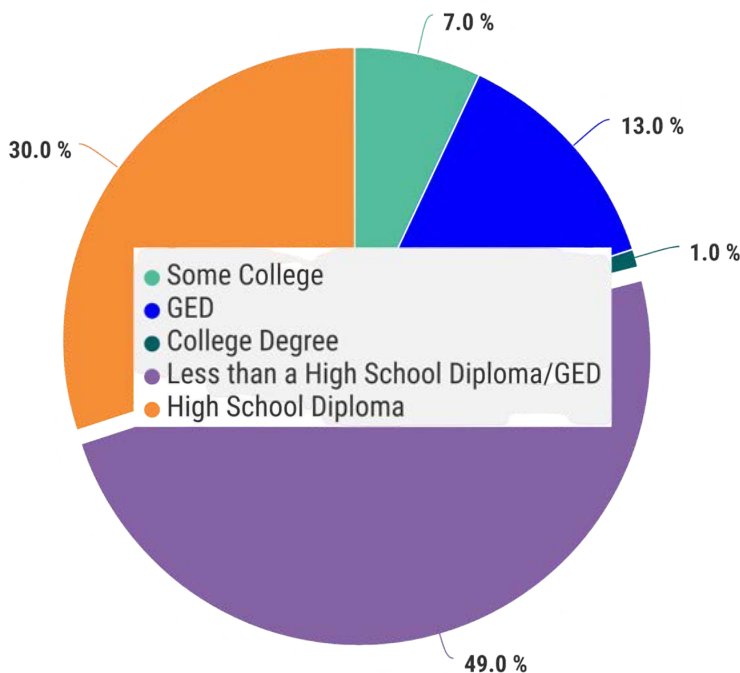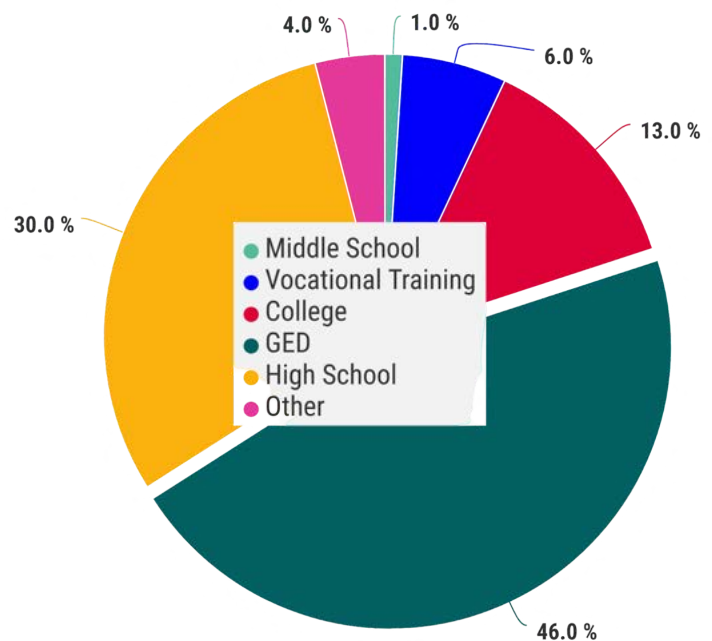
[6]Source: The U.S. Bureau of Labor Statistics, Unemployment Rates and Earnings by Educational Attainment, 2019, https://www.bls.gov/emp/chart-unemployment-earnings-education.htm

[7] Source: The College Board, Education Pays 2019: The Benefits of Higher Education for Individuals and Society, 2019, https://research.collegeboard.org/pdf/education-pays-2019-full-report.pdf

[8] Source: The Brookings Institution, What Colleges Do For Local Economies: A Direct Measure Based on Consumption, 2015, https://www.brookings.edu/research/what-colleges-do-for-local-economies-a-direct-measure-based-on-consumption/

Recently, Chapin Hall at the University of Chicago has zoomed in specifically on the relationship between education and youth homelessness. Through research conducted as part of its Voices of Youth Count initiative, Chapin Hall found the following:

- Of the six subpopulations of youth identified as at greater risk of experiencing homelessness, those lacking a high school credential had a 346% highest risk to experience homelessness than their peers who completed high school.[9]
- Data show a strong correlation between education and youth homelessness, with low educational attainment being a risk factor of homelessness and homelessness being a risk factor for low educational attainment at both the K12 and higher education levels.[10]
- Data demonstrate that racial and ethnic inequities cut across both homelessness and educational outcomes, with young adults of color (ages 18-25) showing higher levels of homelessness[11] and lower levels of postsecondary education[12]than white, non-Hispanic young adults.
- Supporting young people's educational success increases their access to the higher-paying jobs, safe and stable housing, and safety nets needed to exit homelessness for good.[13]

Young people with lived experience of homelessness in Baltimore have given voice to their desire to pursue education as a pathway out of poverty and homelessness.

Particular subpopulations are at higher risk for homelessness

346%
Youth with less than a high school diploma or GED had a 346% higher risk

162%
Youth reporting annual household income of less than $24,000 had a 162% higher risk

83%
Black or African American youth had an 83% higher risk

120%
LGBT youth had a 120% higher risk

33%
Hispanic, non-White youth had a 33% higher risk

200%
Unmarried parenting youth had a 200% higher risk

Findings from Voices of Youth Count, an initiative of Chapin Hall at the University of Chicago | voicesofyouthcount.org

[9] Source: Missed Opportunities: Youth Homelessness in America: National Estimates, 2017,
https://voicesofyouthcount.org/wp-content/uploads/2017/11/VoYC-National-Estimates-Brief-Chapin-Hall-2017.pdf
[10]Source: Missed Opportunities: Education Among Youth Experiencing Homelessness in America, 2019,
https://voicesofyouthcount.org/wp-content/uploads/2019/11/ChapinHall_VoYC_Education-Brief.pdf
[11] Source: Missed Opportunities: Youth Homelessness in America: National Estimates, 2017,
https://voicesofyouthcount.org/wp-content/uploads/2017/11/VoYC-National-Estimates-Brief-Chapin-Hall-2017.pdf
[12] Source: Missed Opportunities: Education Among Youth Experiencing Homelessness in America, 2019,
 https://voicesofyouthcount.org/wp-content/uploads/2019/11/ChapinHall_VoYC_Education-Brief.pdf
[13] Id.

Social & Emotional Well-Being

Vulnerability Factors

The Baltimore City Coordinated Access data became fully automated in mid-2019; a transition that will facilitate more sophisticated analysis of trends in youth homelessness and the characteristics of young people who are entering the homeless service system. While this initial sample size is small (n=90), the risk factors indicate significant somatic and behavioral health service needs, exposure to violence and trauma, and interactions with other institutions.

Table 5

HMIS: 2019 Coordinated Access Data (n=90)		
Have you ever received services for mental health, from a counselor, social worker or psychiatrist?	64	71%
Have you ever had a substance use issue or been told you do?	26	29%
Have you ever exchanged, or have you ever been offered to exchange sex for a place to stay?	23	26%
Have you ever experienced child abuse or intimate partner violence?	47	52%
Have you experienced sexual abuse, sexual assault, and/or intimate partner violence in the last three months or are you afraid you will experience this soon?	18	20%
Have you ever been attacked or victimized due to gender expression or sexual orientation?	7	8%
Have you been attacked while you were homeless?	32	36%
Have you lived in foster care?	33	37%
Have you been in jail/prison?	26	29%
In the last year, have you had a negative interaction with police?	18	20%
In the last year, have you been to an ER or been admitted as an inpatient to a hospital 3 or more times?	25	28%
In the last 3 months, have you had 3 or more ER visits?	19	21%

Disability Status and Barriers

Of the 667 young adults identified in HMIS in 2018, 43 percent of all young adults self-reported a disability. Within the sub-population of young adults with children, 47% indicated a disability.

Heads of households were also asked to report barriers, including: alcohol abuse, chronic health conditions, developmental disabilities, drug abuse, HIV/AIDS, mental health, and physical disability. Of the 608 young adults who completed this question, 334 identified at least one barrier and 246 reported at least one indefinite barrier. Of all the barriers reported, the most common barriers were mental health issues (49%), drug abuse (14%), and chronic health conditions (14%).

Proof of disability, as it pertains to obtaining housing through the Coordinated Access system, continues to be a barrier for youth. The persistent inaccessibility of substance use and mental health treatment that are youth-centered means that youth will often not connect, or maintain connections, to needed treatment providers. Adultism in providers is also a factor that dissuades youth from maintaining with treatment.

Figure 18—Self Reported Disability Status—2018 HMIS Data (n=667)

2.0 %

- Yes
- No
- Data Not Collected

43.0 %

55.0 %
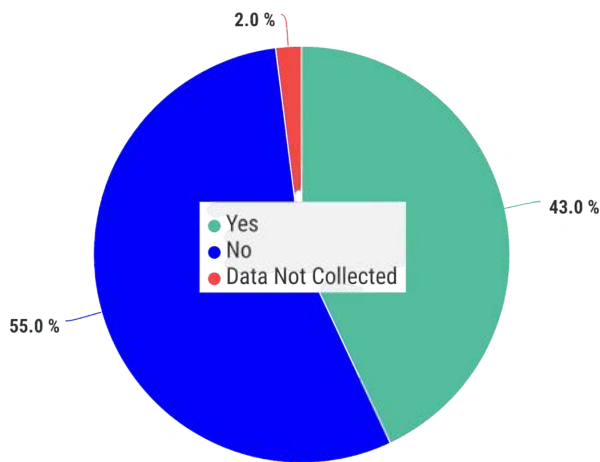
Figure 19—Type of Barriers by Self Report—2018 HMIS Data (n=334)

29

36

75

46

71

10

273

- Chronic Health Condition
- Developmental Disability
- Drug Abuse
- HIV/AIDS
- Mental Health
- Physical Disability
- Alcohol Abuse
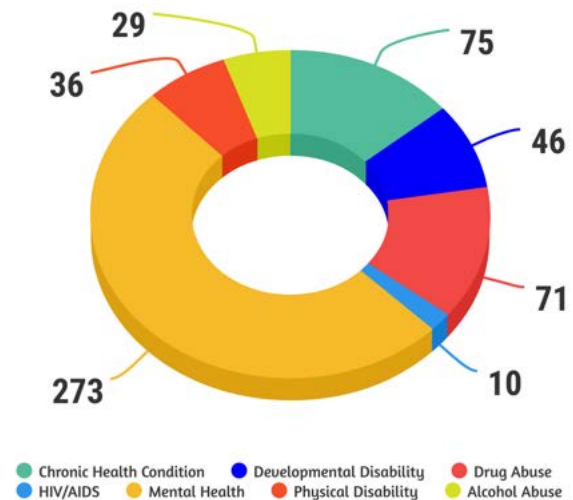
Criminalization

Race and criminalization particularly have an adverse impact on people experiencing or at risk-of homelessness, including youth and young adults, as the following local data from the Journey to Jobs report depicts:

- 48% of homeless individuals had at least one case and 43% had an expungable record; over half of all those records are expungable.
- 81% were misdemeanors and only 11% resulted in convictions in district court
- 64% of Baltimore City residents are black whereas 79% of the HMIS population identified as Black or African American. 82% of those in HMIS with a criminal record were black and 84% were people of color.
- Over 4,000 "nuisance" charges, activities often necessitated by homelessness or extreme poverty
- Criminal records limit access to economic opportunity. The findings found that while expungements are useful, they can be difficult to access, and the legislation is too limiting.
- Racial discrimination imposes additional barriers.

Racism and Racial Disparities

According to a recent Urban Institute study (<u>Racial Segregation and Investment Patterns in Baltimore</u>), Baltimore is still struggling with the effects of decades of racially discriminatory housing and neighborhood investment practices linked in no small way to the economic viability of minorities and women. As reported in a report released by the Associated Black Charities (ABC) on race and employment, the intersection of race and employment remains a contributing factor to the homelessness crisis.

- 63% of Black workers in Baltimore City are concentrated in four sectors - Healthcare (28%), Retail Trade (17%), Waste Management and Administrative Support (15%) and Transportation and Warehousing (3%).
- Additionally, turnover rates for Black workers are 12% which is higher than the average for white workers (at 9%).
- Wage disparities range from $4,000 to $60,000 with Black workers making less than their white counterparts in almost every industry and occupation.

Figure 20

Transportation & Warehousing 3%

Healthcare 28%

63% of Black workers in Baltimore City are concentrated in four sectors.

Retail Trade 17%

Waste Management & Administrative Support 15%
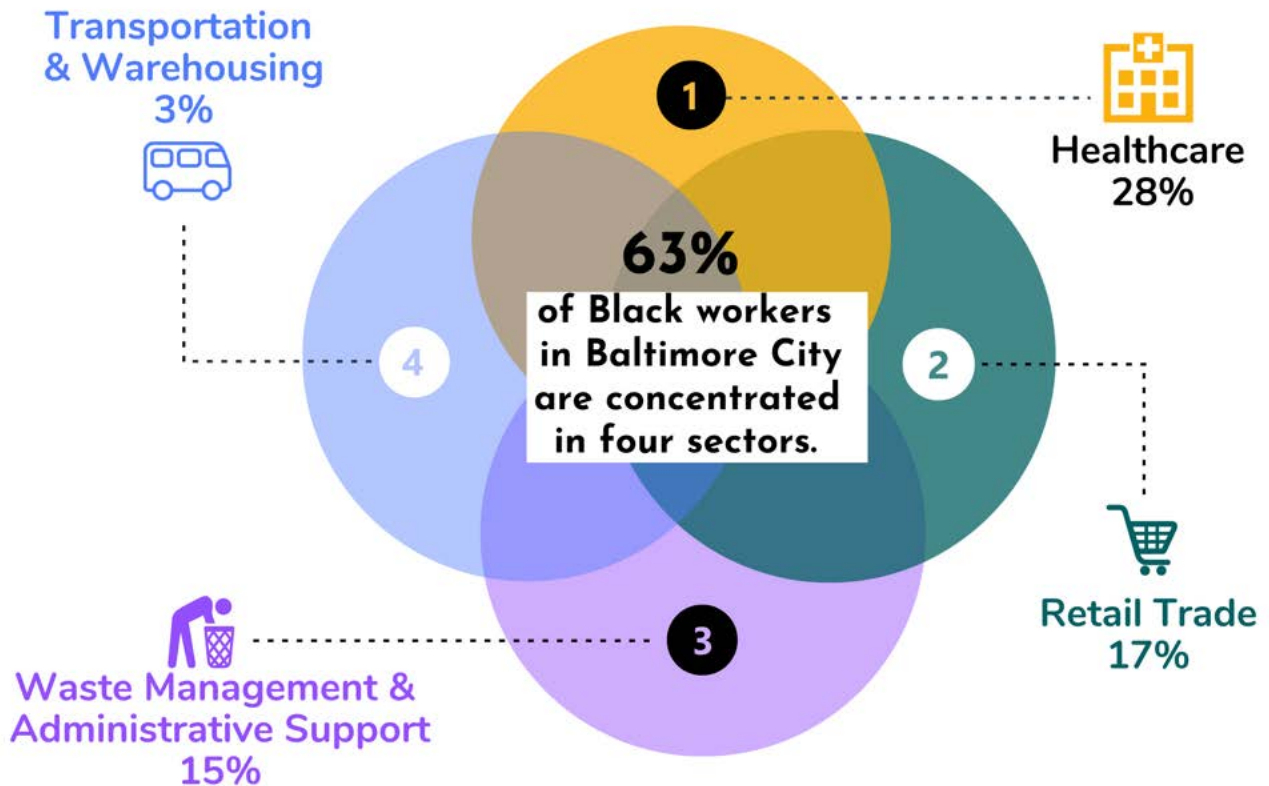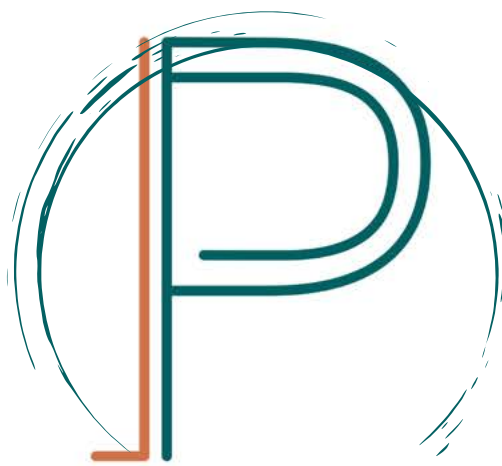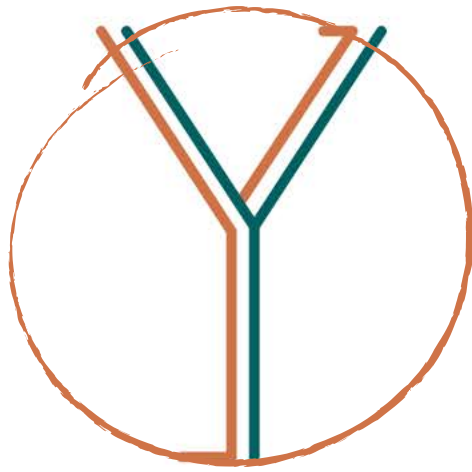
GUIDING PRINCIPLES

Guiding Principle 1: USICH Youth Framework and The Four Core Outcomes

USICH Framework

Baltimore recognizes that stable housing, permanent connections, education and/or employment, and an overall sense of well-being are of paramount importance for the success of young people and their successful transition from homelessness to self-sufficiency. Hence, the United States Interagency Council on Homelessness (USICH) Youth Framework and its four Core Outcomes are central to the City's key strategies to preventing and ending homelessness among youth and young adults and entrenched in the plan's goals, action steps, and outcomes. See the "Goals, Objectives, and Action Steps" section of this plan for more information, as the five goal areas are based primarily around the USICH framework.

Four Core Outcomes

See the "Statement of Need" section of this plan for more details on the gaps within the current homeless service system as it pertains to these four core outcomes and see the "Goals, Objectives, and Action Steps" for more details on Baltimore's commitment to addressing the needs of youth and young adults across the four core outcome areas.

Stable Housing

Preventing homelessness and ensuring a clear path towards permanent housing stability for youth and young adults experiencing homelessness is the overarching goal of this plan. The community will swiftly eliminate barriers to housing stability for the population served and will develop adequate permanent or non-time-limited housing options with appropriate services for youth and young adults.

Permanent Connections

Fostering permanent connections is an important element of this plan, which supports youth and young adults in establishing healthy and lasting connections with families (as defined by youth and young adults), friends, communities, and other natural supports of their choice.

"Preventing homelessness and ensuring a clear path towards permanent housing stability for youth and young adults experiencing homelessness is the overarching goal of this plan."

Education or Employment

Ensuring young people's access to developmentally appropriate employment and/ or educational opportunities and the support they need to thrive in these areas is a core component of Baltimore's plan to prevent and end homelessness among youth and young adults. The community will work to remove all barriers to success in education and employment for youth and young adults and support the pursuit of a variety of paths with a holistic and individualized approach.

Social-Emotional Well-being

Addressing youth and youth adults physical, mental, emotional, and social needs is of a paramount importance for this plan. The community will embrace positive youth development, trauma-informed care, resilience building and will encourage the ongoing development of skills, strengths, key competencies, and hobbies among youth and young adults to ensure continued stability and healthy behavior. Projects have the flexibility to accommodate individualized and client-driven supports that empower youth, build upon their strengths, and support the long-term goal of self-sufficiency.

"The community will work to remove all barriers to success in education and employment for youth and young adults and support the pursuit of a variety of paths with a holistic and individualized approach."

Guiding Principle 2: Respond to the Needs of Special Populations

Baltimore recognizes that the special populations of LGBTQ+ youth, youth of color, minors, foster care involved youth, justice system involved youth, youth survivors of trafficking, immigrant, and undocumented youth see higher barriers to care and require customized strategies in their journeys into stable housing. These chosen communities are systemically marginalized and excluded from generalized human services, and as such we commit to reducing barriers and creating tailored options for these specific groups.

Pregnant and Parenting Youth

Pregnant and parenting youth experiencing homelessness face unique challenges. Challenges may include:

- Insufficient access to pre- and post-natal health care
- Concerns over their ability to care for and nurture their children appropriately without a safe and stable place to call home
- Concerns about potential child welfare involvement if experiencing homelessness with their child(ren).
- The added expense of paying for child care in order to be able to go to work or school; in 2018, the price of center-based child care for 2 children exceeded the cost of housing (whether mortgage or rent) in most states.[14]

LGBTQ+

Baltimore city has one privately funded basic center for transgender people struggling with housing. We have no residential housing programs or drop-in centers specifically for LGBTQ+ youth experiencing homelessness.

Baltimore's only LGBTQ+ community centers neither youth centered nor affirming for all identities. Additional training and enhanced services are necessary to create a homeless service system where LGBTQ+ youth and young adults can experience safety, acceptance, and trust. All improvements and additions to the human services and housing systems Improvements must be inclusive of specific strategies to support transgender and non-binary youth. To accomplish these goals, the Baltimore CCP will:

- Increase data collection to identify LGBTQ+ youth, understand their needs, and determine their unique barriers to services and housing
- Seek authentic collaboration with LGBTQ+ youth by linking to peer networks, increasing leadership and feedback positions for LGBTQ+ youth, and cultivating programs led by, designed by, and providing services to LGBTQ+ people.
- Increase the amount of supportive services, legal representation, and housing for LGBTQ+ population, including specific interventions, services, and housing for young LGBTQ+ people
- Design LGBTQ+ population-specific training for staff, including trainings for partners supplying supplemental services
- Identify and implement mechanisms for institutional and programmatic accountability to LGBTQ+ inclusivity.
- Develop gender-neutral options (i.e. bathrooms, dorms, shelters and housing; housing development).
- For services providing health information, assure sexual health education for LGBTQ+ youth is inclusive and medically accurate information is shared.

Youth of Color

Youth of color are disproportionately represented in the population of young people experiencing homelessness even in Baltimore City. Additional training and enhanced services are necessary to fully operationalize a race equity lens throughout the homeless service system. New program development is required to build out and create a homeless service system with access to services and care where youth and young adults of color experience trust, honesty, and the acknowledgment of historical trauma and discriminatory policies. This must be inclusive of strategies that acknowledge and address the distinctions between different populations of youth of color, particularly the experiences of Black and brown youth. In order to accomplish this goal, the Baltimore CCP will:

- Use data to assess equity and race-specific barriers to services, and establish goals related to access and outcomes
- Create a plan for monitoring and evaluating program and system performance using an equity lens.
- Seek authentic collaboration with youth of color, link to peer networks, increase leadership and feedback positions for youth of color, cultivate programs led and designed by youth of color, and provide services to people of color.
- Prioritize the design and implementation of new programming, services, and housing development grounded in race-equity frameworks and led by people of color.
- Provide regular professional development and training opportunities to ensure staff are culturally competent and understand race equity

- Develop an advocacy agenda as a system and network to promote policy reform
- Decrease language barriers by integrating Spanish-speaking providers, API-serving providers, and Native-serving providers

Minors

Baltimore has extremely limited resources for minors experiencing homelessness and limited collaboration across systems that service minors. State legislation has recently passed a law establishing that unaccompanied minors experiencing homelessness have legal capacity to consent to emergency shelter admission, but there is only one emergency program that serves minors in Baltimore, with capacity to shelter less than twenty youth on any given night. Our community currently does not have a Basic Center Program or Transitional Living Program that offers services to minors. In order to increase the level of services available to unaccompanied minors experiencing homelessness, the Baltimore City CCP will:

- Partner with the workforce development system to integrate employment opportunities specific to minors into YHDP-funded projects and other youth-serving programs
- Expand the existing array of clinical and supportive services to develop mentorship models

- Partner with local systems (schools, child welfare, juvenile justice, etc.) to raise awareness of the issue of youth homelessness and connect youth in need to local resources for minors experiencing homelessness. This partnership strategy include the following:
  - Partnering with K12 and higher education to promote educational access and success, including K-12 completion and the transition to post-secondary education.
  - Educating the community on services and resources available through DSS.
  - Training outreach teams, shelters, and drop-in centers on strategies for connecting minors to services and housing.
- Evaluate barriers to family reunification, including child welfare policies requiring separate bedrooms for children of certain ages and genders
- Increase housing options for minors through Transitional Living Program and Basic Center funding, shared housing, and master leasing options
  - Leverage the [newly passed MD legislation](#) establishing unaccompanied minors experiencing homelessness' right to consent to shelter and supportive services
  - Ensure that minors, especially older teens, have access to child welfare services as appropriate and eligible
  - Reform existing programming, shelter and housing, and seek development of new programming and housing for unstably housed families with minors

- Educate parenting minors on their rights and available services, including early care and education services for their children

Foster Care Involved

Historic distrust of the child welfare system creates significant challenges in best serving youth and young adults experiencing homelessness. Joint planning and systems reform with the Department of SocialServices (DSS) is critical to serving foster care involved youth and young adults. Baltimore DSS has supports in place that the homeless services network could benefit from. The Baltimore City CCP will:

- Identify untapped resources within the child welfare system that can be utilized to support family preservation and preventive services
- Improve collaboration with foster care system in sharing available resources to support youth
- Advocate for educating foster parents about trauma-Informed care
- Increase data sharing with DSS on youth entering Foster Care from homelessness and aging-out of foster care into homelessness
- Implement training for DSS employees on preventing exits from foster care into homelessness.

Justice Involved

As indicated in the statement of need, a high percentage of surveyed young people have been involved with the juvenile and adult justice systems. Many young people, the majority of whom are Black, have criminal records that impact their ability to achieve housing and economic stability. Black youth and young adults are disproportionately overrepresented in the justice system due to racial bias and the criminalization of race and poverty.The Baltimore City CCP will:

- Identify opportunities for more upstream planning and diversion services and create timelines for accountability.
- Develop comprehensive discharge planning practices to facilitate the transition from justice involvement to housing
- Develop strategies to connect young people to education, career development, and employment
- Address barriers related to criminal records and connect young people to legal services
- Increase data sharing with DJS on youth entering the criminal justice system from homelessness and exiting the criminal justice system into homelessness.

Survivors of Trafficking and Exploitation

Baltimore City has limited resources for survivors of trafficking and exploitation. While there are a number of local grassroots organizations that provide wraparound support to sex workers, there is still a need for a coordinated local or statewide policy effort which can ensure that public health and anti-poverty approaches are at the center of efforts focused on preventing trafficking and supporting survivors. Therefore, the Baltimore youth homeless service system must enhance its response to meet this need. The Baltimore CCP will:

- Identify and engage local agencies, including grassroots community groups and organizations serving sex workers and survivors of trafficking and exploitation to build active partnerships, connect them with legal services, provide homeless service providers with training and professional development, and ensure quality services are available for youth of all genders.
- Implement harm reduction approaches and cultural competency around distinction between exploitation and sex work
- Embrace a sex-positive approach to housing advocacy that recognizes sex work as work. Strategies may include:
  - Shift law enforcement response, including diversion before incarceration;
  - Look at other models and available data; and
  - Diversify workforce supports and accept self-reported income, including de-stigmatizing self-reported income.

Immigrant and Undocumented Youth

To date, the Baltimore City youth homeless service system is minimally connected to programs that serve immigrant, undocumented, refugee, and limited English proficient youth. The Baltimore City CCP will:

- Identify and engage local agencies that serve immigrant, refugee, and undocumented populations to build active partnerships, connect them with legal services, and provide homeless service providers with cultural competency training and other professional development opportunities.
- Develop increased capacity to provide services in languages other than English and make translation services readily available.
- Develop data collection and reporting partnerships with local agencies that serve immigrant, refugee, and undocumented populations. This will allow to better understand these populations and their unique needs.
- Provide services rooted in cultural flexibility and humility

Figure 21—Top 5 languages spoken by Limited English Proficient (LEP) Individuals in Baltimore

Language	Count
Spanish or Spanish Creole	10,307
Chinese	2,926
French	1,065
Korean	800
Arabic	585
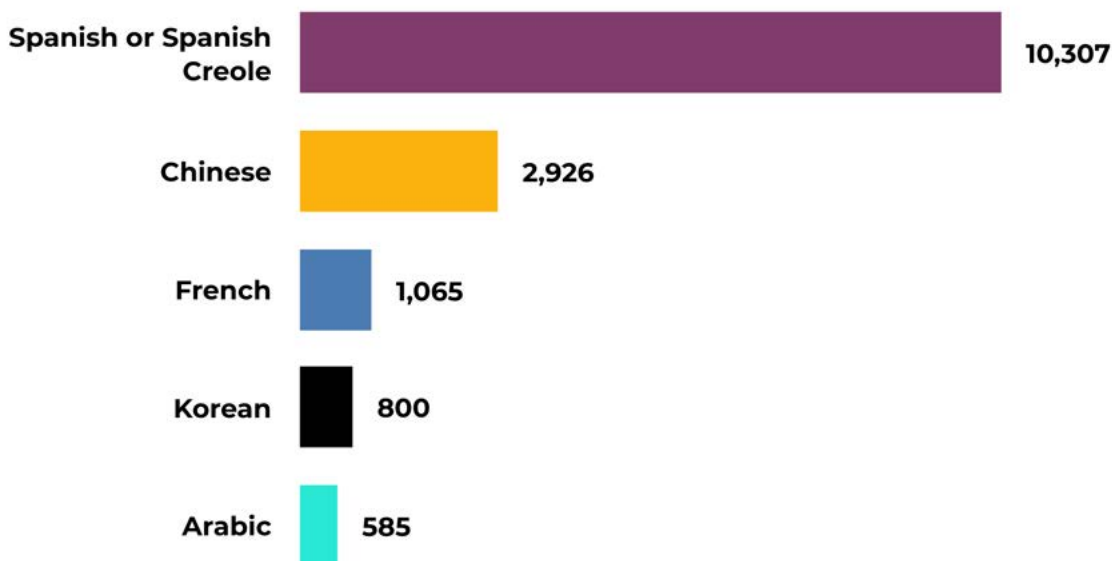
Guiding Principle 3: Equity

Both national and local reports and ongoing HMIS analysis indicate significant racial disparities within the homeless service system and across other systems. The disproportionality in risk for people of various groups is so great that the data in and of itself provides hard evidence that systems not individuals are what perpetuate homelessness. The SPARC study, a groundbreaking study by the Center for Social Innovation, make the link between systemic racism and homelessness even more explicit by demonstrating that the disproportionality of experiences of homelessness by race, even when controlling for poverty levels, is so severe that it indicates that homelessness is more likely a byproduct of racism than a consequence of poverty.

To combat these systemic inequalities, the Baltimore CCP will:
- Provide ongoing and explicit anti-racist training to all providers serving those experiencing homelessness, that includes intentional learning outcomes that cover understanding the connection between the history of racism specific to
- Engage providers and key system partners to understand racism in housing and in the non-profit industrial complex, as well as related development and philanthropic funding priorities.
- Establish clear programmatic expectations and accountability measures regarding racial equity, including annual review to evolve with emerging best practices and understanding.
- Ensure that direct service staff and leadership reflect the diversity of clients (i.e. race, gender, sexual orientation, religion) and facilitate youth choice to self-identify staff that reflect their experiences and identities
- Mandate that providers disaggregate data within their programs to better understand where they could improve outcomes for specific populations.

Guiding Guiding Principle 4: Positive Youth Development and Trauma Informed Care

Within our current system, individual agencies may provide trainings or embed elements of positive youth development and trauma-informed care, but there is no standardization across the entire network and most agencies do not have an explicit focus on youth-centered strategies. There are few agencies that utilize strengths based approaches, work to understand adultism, or recognize the lifetime impact of Adverse Childhood Experiences (ACEs) – traumatic events that can dramatically upset a young person's sense of safety and well-being. In order to ensure that services offered have are designed to best serve the youth in our community, the Baltimore CP willl:

- Identify evidence-based resources for standardized, collaborative professional development and trainings on positive youth development and trauma informed care for youth and young adults.
- Develop best practice guidance and youth-led monitoring for emergency shelters and other project types.
- Increase partnerships with health service partners and ensure that youth are connected to mental health providers trained to work with youth who have experienced homelessness.

Guiding Principle 5: Family Engagement

Currently, most providers have limited capacity for family engagement services. Youth are unaware of existing family engagement programming through the foster care and education systems. Existing family mediation services are targeted towards the individual youth and less accessible or visible to families/heads of households. General awareness regarding family engagement is low even when the service is available. The Baltimore CCP will:

- Identify, implement, and evaluate effective models of family engagement, mental health and family therapy, and mediation services, including trainings and supportive services.
- Develop specific strategies and service models to support parenting youth.
- Provide trainings to ensure services are informed by anti-adultism and an expanded definition of family.
- Develop outreach, prevention, and diversion strategies that support a broader definition of family and allow youth to identify "fictive kin" for support and placement.

- Thoroughly communicate family engagement strategies with youth to ensure all housing and supportive service options are available.

Guiding Principle 6: Immediate Access to Housing with no Preconditions

Programs funded through the Continuum of Care are required to adopt Housing First practices, including the principle of immediate access to housing with no preconditions, but additional reform and resources are needed to support full integration of this principle. While publicly funded programs have adopted a low-barrier model, they are still in the process of transitioning to housing-focused service delivery and most do not include specific options for youth. Additionally, the lack of sufficient affordable housing options and poor housing stock in Baltimore City leads to long delays in the process of accessing permanent housing opportunities. And finally, there are many programs in the city that are not funded through the Continuum that may not adhere to this principle and require sobriety and other preconditions. To further the goals of Housing First, the Baltimore CCP will:

- Develop access to housing that is safe, decent, and in a chosen location with consistent landlord engagement; housing and services should be provided as long as necessary to stabilize youth and young adults and prevent returns into homelessness.
- Implement harm reduction and progressive engagement approaches to housing and the full array of supports needed for each young person.
- Seek more housing options with different prioritization standards
- Develop multiple, well-advertised access points with sufficient navigation capacity to provide 24-hour access and directly and immediately connect youth and young adults to crisis services, case management, workforce development, and housing, utilizing progressive engagement to decrease long wait times for referrals.

Guiding Principle 7: Youth Choice

Programs are required to adhere to this principle via the mandate to follow Housing First principles, however, the limited availability of housing and services mean that there are never enough options for viable opportunities to ensure youth choice. Additionally, many of the current services are not youth-centered nor tailored to the specific needs and self-determination of young people. To ensure that the voices of youths experiencing homelessness are informing program design, the Baltimore CCP will:

- Ensure youth voice and leadership in CoC decision making through the elevation and incorporation of the Youth Action Board and dedicated CoC Board seats for young people.
- Design positions for youth to be employed in as navigators, leaders, and other positions throughout the youth housing and service system.
- Provide regular training on adultism, youth-centered service models, and cultural competency.
- Define performance expectations, metrics for success, accountability, and resource allocation standards to ensure adherence to this principle and ensure these expectations are met via youth systems monitoring
- Support youth in their choices and assure youth are not penalized for not participating in voluntary services.

Guiding Principle 8: Individualized and Client-Driven Supports

Baltimore has limited services and programming for youth experiencing homelessness. Currently operating programs are often under-staffed on account of funding limitations and are thus unable to meet the overwhelming need present in the City's homeless youth population. As a result, service providers are often stuck in a reactive, triage, crisis management orientation with limited time and resources to stay with youth, build relationships over time, and develop customized housing plans that address the holistic needs of each youth and young adult. In order to build local capacity to offer these individualized and client-driven interventions, the Baltimore CCP will:

- Examine program budgets and programmatic frameworks to identify opportunities for increased capacity, including a focus on staff retention.
- Introduce standards of care that account for flexible and individualized service needs and necessary coordination of services across systems and outside of the homeless services system.
- Invest in a robust cross-system case conferencing mechanism to coordinate individualized services and housing plans for young people.
- Prioritize holistic services based on needs identified by youth (i.e.income, education).

- Have flexibility on time of operations for youth to access resources based on their schedule.

Guiding Principle 9: Social and Community Integration

While all programs funded through the Continuum of Care are required to adopt Housing First practices, including the principle of social and community integration, many programs lack the capacity and infrastructure to fully support integration. Many physical locations lack community accessible spaces or include policies that interfere with social connections (i.e. strict guest policies). Programs may have limited capacity to facilitate connections to social and community integration outside of their own agency. To promote systemic integration and improve outcomes for youths, the Baltimore CCP will, the Baltimore CCP will:

- Advocate outside of system to create community spaces
- Change policies and eliminate barriers eliminate/barriers that don't support social and community and/community integration
- Partner with and create new quality mental and quality. Quality mental/behavioral health services for youth
- Explore options for shared living models and invest in developing shared living models with youth input and direction
- Intentionally create Options for where youth can live with an understanding that – not just one building or neighborhood does not provide freedom of choice.

Guiding Principle 10: Coordinated Entry

Currently, the Coordinated Access system in Baltimore City acts as a community-wide assessment and referral process to connect people experiencing homelessness to the available housing opportunities in the homeless services system. However, it does not coordinate entry into shelters, includes minimal navigation capacity, lacks the amount and diversity of interventions needed, and includes limited youth-focused assessment, prioritization, and referral mechanisms. The prioritization model for Coordinated Access discounts youth needs and effectively obstructs many young people from accessing permanent housing. Moreover, youth are suspicious of tracking and registration through the Coordinated Access system. Historic stigma from the foster care system and criminal justice system make young people distrustful of any tracking system and prevents youth-centered programs from utilizing Coordinated Access. Currently, the Coordinated Access system also lacks a standardized approach to receiving referrals from youth-serving community partner systems, and the ability to assess and refer households to additional resources (e.g. K12 and higher education pathways, child care and development, mainstream resources, employment services). In order to address these gaps, Baltimore City's homeless response system will:

- Employ dedicated youth-specific system navigators with peer navigators in leadership roles.
- Create coordinated entry to crisis beds with real-time capacity to track the availability of crisis beds and make same-day referrals.
- Implement standards of care, grievance policies, and monitoring to ensure quality delivery of services at coordinated access points.
- Develop standardized assessment and prioritization processes and policies tailored to youth and young adults, including flexibility to house young people who would not traditionally be prioritized for permanent housing interventions.
- Develop a standardized approach for receiving referrals to coordinated entry from youth-serving community partner systems (e.g. education, child welfare, juvenile justice, behavioral health, etc.)
- Develop a streamlined and comprehensive referral process to connect youth and young adults to all necessary resources (i.e.additional housing resources, employment and income resources, education, legal, and health services resources).

Goals, Objectives, & Action Steps

GOAL 1: *The community identifies all unaccompanied youth experiencing homelessness.*

Objective 1.1: Conduct youth-centered outreach to engage youth and young adults who are not already connected with the Continuum of Care.

Objective 1.2: Improve HMIS data collection to better understand youth and young adult homelessness with a focus on equity and systems performance.

Objective 1.3: Maintain active participation in count initiatives including Youth REACH.

Objective 1.4: Engage systems partners to improve the identification of unaccompanied youth experiencing homelessness and opportunities for cross-systems planning and evaluation.

Objective 1.1.1
Develop a youth-centered outreach strategy that is inclusive of special populations and utilizes trained and compensated peer outreach workers. (Beginning July 2020 and ongoing – YAB, MOHS, Youth Homelessness Action Committee)

Objective 1.1.2
Deploy mobile outreach teams to focus on areas frequented by young people throughout the City (e.g. streets, libraries, public schools, recreation centers) and provide transportation to access resources (July 2020 and ongoing – MOHS)

Objective 1.1.3
Launch a youth-centered public awareness campaign to reduce stigma and inform youth about resources and rights. (September 2020 – YAB, MOHS, Youth Homeless Action Committee, System Partners)

Objective 1.2.1
Identify gaps in data collected through HMIS and barriers to youth entry and create feedback loops for identifying issues and areas for improvement. (June 2020 - MOHS)

Objective 1.2.2
Implement the usage of HMIS in outreach teams, emergency shelters, drop-in centers, and other settings where homeless youth receive services. (October 2020 – MOHS)

Objective 1.2.3
Standardize and monitor data collection and performance metrics across HMIS and non-HMIS providers. Include data disaggregation, turnaway data, and long-term outcomes. (January 2021 – MOHS, Youth Homeless Action Committee)

Objective 1.2.4
Educate youth and HMIS users about consent and confidentiality. Provide HMIS users with training on options for entering youth and young adults without identifiers. Adapt privacy statements to address the specific concerns of youth and their legal rights to protection of information. (October 2020 – MOHS, Youth Homeless Action Committee)

Objectice 1.2.5
Explore options for systems partnerships to identify unsheltered, sheltered, doubled up, and at-risk youth and enter them into HMIS. (January 2021 – YAB, MOHS, Youth Homeless Action Committee, System Partners)

Objective 1.3.1
Require YHDP-funded organizations to participate in local Youth REACH planning and implementation. (Present and ongoing - MOHS, DHCD)

Objective 1.3.2
Engage YAB in local Youth REACH planning and State Steering Committee. (Present and ongoing - MOHS, Institute for Innovation and Implementation at UMSSW)

Objective 1.3.3
Advocate for increased funding for Youth REACH and implement equitable distribution of funds among participating jurisdictions. (Present and ongoing - MOHS, Youth Homelessness Action Committee, DHCD)

Objective 1.3.4
Improve strategies for accurately identifying undercounted special populations of youth, including LGBTQ+ youth, pregnant and parenting youth, minors, and undocumented youth. (Present and ongoing - YAB, Baltimore City Youth REACH Planning Team, MOHS)

Objective 1.3.5
Ensure that Baltimore City Public Schools and other systems partners are fully engaged in Youth REACH, including participation in the State Steering Committee and Baltimore City Youth REACH Planning Team. (Present and ongoing - Youth Homelessness Action Committee, MOHS, BCPS, Baltimore City Youth REACH Planning Team, CoC Board)

Objective 1.4.1
Develop a Data Sharing Agreement for obtaining and sharing a more robust dataset from systems partners, including schools, child welfare, and juvenile services. (September 2020-MOHS, BCPSS, BCDSS, DJS, DHS, MSDE, the Institute for Innovation and Implementation)

Objective 1.4.2
Explore integration of HMIS into the state MD THINK project. (September 2020 - MOHS, DHS)

Goals, Objectives, & Action Steps

GOAL 2: *The community uses prevention and diversion strategies whenever possible and otherwise provides immediate access to low-barrier crisis housing and services to any youth who needs and wants it.*

Objective 2.1: Develop upstream prevention strategies to assist youth and families before homelessness and family separation occur.

Objective 2.2: Develop and implement a system-wide diversion strategy.

Objective 2.3: Develop the system-wide crisis response capacity to offer effective and immediate crisis response to any young person experiencing or at risk of homelessness.

Objective 2.1.1
Provide connections between justice systems and available community supports to secure housing and other interventions for youth before their release into homelessness. (June 2020 - DJS, MOHS)

Objective 2.1.2
Prevent the removal of children from young parents experiencing homelessness whenever possible, for such a practice increases the likelihood of intergenerational child welfare involvement and homelessness. Family separation should be the last resort if the child is in a verified unsafe environment and all other options are exhausted. (June 2020 and ongoing - BCDSS, DHS, OPD, YAB)

Objective 2.1.3
Educate the youth homeless service system about resources available through mainstream and partner systems (e.g. K12, CTE, and higher education pathways and supports; early care and education for pregnant and parenting youth; benefits for foster care alumni; employment; public benefits; health care). (September 2020 and ongoing - YAB, MOHS, Youth Homelessness Action Committee)

Objective 2.1.4
Develop a Flexible Financial Assistance Program to provide youth rental assistance and other financial support prior to acute crises, including assistance for youth and young adults who are doubled-up or couch-surfing. (September 2020 and ongoing - YAB, MOHS, Youth Homelessness Action Committee, YHDP Diversion Project Grantee)

Objective 2.2.1
Partner with young people to identify, map, and connect them with existing resources and strategies youth already use to divert themselves from the homeless services system. (September 2020 - YAB, YHDP Diversion Project Grantee, Youth Homelessness Action Committee)

Objective 2.2.2
Create a comprehensive, publicly available and living document detailing existing prevention and diversion resources. (October 2020 - YHDP Diversion Project Grantee)

Objective 2.2.3
Implement family strengthening and mediation services and training that can help young people remain or return to their chosen family. (October 2020 and ongoing - YHDP Diversion Project Grantee)

Objective 2.2.4
Ensure voluntary access to child welfare services for young adults who have a statutory right to reenter Enhanced Aftercare. (October 2020 - BCDSS, DHS, MOHS, Youth Homelessness Action Committee

Objective 2.3.1
Create more sheltering resources geared towards youth, such as emergency shelter beds, crisis host homes, crisis transitional living, and respite care with adequate options to accommodate both minors and young adults and to promote youth choice. (June 2020 - MOHS, YAB, YHDP Planning Committee, DHCD, CoC Resource Allocation Committee)

Objective 2.3.2
Develop a process to identify a provider able to serve runaway and homeless minors and assist this provider in becoming a U.S. Department of Housing and Human Services designated Basic Center Program. (July 2020 - MOHS, Youth Homelessness Action Committee, Funders Together to End Homelessness).

Objective 2.3.3
Ensure effective implementation of new state law establishing that unaccompanied minors experiencing homelessness have legal capacity to consent to shelter admission and supportive services. (July 2020 and ongoing - MOHS, YAB,)

Objective 2.3.4
Work with existing shelter and housing programs to develop new guidelines and policies to ensure they are welcoming, comfortable, accessible, supportive, and safe for youth and young adults, have low or no barriers to entry, and promote cultural and habitat sensitivity. Include paid youth advocates in the both the processes of developing the guidelines and monitoring providers for quality assurance. (September 2020 - MOHS, YAB)

Objective 2.3.5
Ensure that all crisis resources are affirming of LGBTQ+ youth. Routinely monitor and train crisis services on LGBTQ+ affirming care, gender-sensitive inclusion, and conflict management relevant to sexual minority and gender variant populations. (June 2020 – MOHS, YAB, YHDP Grantees)

Objective 2.3.6
Ensure adequate and appropriate crisis resources for pregnant and parenting youth, including childcare supports. (June 2020 – MOHS, YAB, YHDP Grantees)

Objective 2.3.7
Develop a clear strategy to reduce barriers to youth seeking crisis services, including provider training around mandatory reporting that can lead to Child Protective Services (CPS) involvement. During intake, providers must inform youth about their rights and the reporting requirement policies. (October 2020 – MOHS, YAB, YHDP Grantees, DSS)

Goals, Objectives, & Action Steps

GOAL 3: *The community uses an effective homeless response system and processes to effectively and equitably assess, refer, and link all youth experiencing homelessness to housing and services solutions that are tailored to their needs.*

Objective 3.1: Develop multiple effective access points to the Coordinated Access (CA) system for youth and young adults.	**Objective 3.2:** Develop youth specific CA assessment tool and prioritization policy to ensure equitable access to all CoC resources.	**Objective 3.3:** Develop a streamlined and comprehensive referral process to connect youth and young adults to all necessary resources.

Objective 3.1.1
Identify and develop multiple geographically diverse, no-barrier access points with sufficient capacity to provide timely and quality navigation to youth, including through peer navigators. (June-October 2020 - MOHS, YAB, Youth Homeless Action Committee)

Objective 3.1.2
Advertise access points and CA process to youth and young adults, CoC members, non-CoC service providers, systems partners, and other stakeholders. (October 2020 - MOHS, YAB, Youth Homeless Action Committee)

Objective 3.1.3
Ensure effectiveness of youth CA system through training and technical assistance to access point providers and navigators, uniform standards of care, grievance mechanisms for youth, and monitoring. (December 2020 and ongoing - Youth Homelessness Action Committee, YAB, MOHS)

Objective 3.1.4
Create coordinated entry to crisis beds with real-time capacity to track the availability of crisis beds and make same-day referrals with priority access for youth with greatest need. (August 2020, MOHS)

Objective 3.2.1
Implement an assessment tool that effectively measures youth-specific risks and needs for housing and services, including physical and behavioral health needs, education and employment needs, and accounts for the service and housing needs across all HUD-established categories of homelessness. (August 2020 - MOHS, YAB, Youth Homelessness Action Committee)

Objective 3.2.2
Develop polices and processes to prioritize youth with the highest level of need for the most intensive and immediate interventions, including creating a prioritization path for youth-specific programs and revising the overall prioritization scheme to ensure equitable access to non-youth-specific CoC programs. (August 2020 - MOHS, YAB, Youth Homelessness Action Committee)

Objective 3.3.1
Create and maintain a resource map including eligibility criteria and train case managers and peer workers to quickly and effectively assess, refer, and navigate youth. This resource should include opportunities for civic engagement, youth-centered events, and other low-barrier quality of life resources. (July 2020 and ongoing - Youth Homelessness Action Committee, YAB, MOHS, YHDP Diversion Project Grantee)

Objective 3.3.2
Create assessment and referral mechanisms to link youth and young adults to education, employment, and income supports, with a focus on streamlined access to benefits, quality jobs, youth-driven choices, and ongoing support, and options for those with or without a diploma or degree. Ensure that employment services and placement options are trauma-informed and accommodating of young people with mental health conditions. (October 2020 and ongoing – Youth Homelessness Action Committee, Employment and Income Action Committee, YAB, MOHS, YHDP Grantees)

Objective 3.3.2
Create a youth-centered hotline or an enhanced 211 Helpline that can serve as an access point and effectively to triage youth experiencing homelessness and immediately link to resources. (January 2021 – Youth Homelessness Action Committee, YAB, MOHS)

Goals, Objectives, & Action Steps

GOAL 4: Develop adequate permanent or non-time-limited housing options with appropriate services and supports to thoughtfully and swiftly assist youth obtain housing stability.

Objective 4.1: Develop permanent housing and service models that are responsive to youth preferences and community needs.

Objective 4.2: Implement youth-centered, voluntary, evidence-based, trauma-informed and comprehensive housing services in alignment with best practices.

Objective 4.1.1
Use existing data to determine the kinds of interventions needed to prevent and end homelessness among youth and young adults (e.g., permanent housing and diversion). (October 2020 and ongoing – HMIS, MOHS, YAB, Youth Homelessness Action Committee)

Objective 4.1.2
Partner with youth, the homeless response system, and education partners to explore youth-centered housing models that partner with education systems to provide intentional connection to and support for education pathway completion. (July 2020 and ongoing - YAB, MOHS, Youth Homelessness Action Committee)

Objective 4.1.3
Allocate adequate funding to ensure limited wait times, dignified and safe housing, and maximum options for housing models and locations preferred by youth (July 2020 and ongoing - YAB, MOHS, Youth Homelessness Action Committee, FTEH, CoC Resource Allocation Committee)

Objective 4.1.4
Evaluate current housing models and programs, including Rapid Re-Housing, and develop plans for improvement. (June 2020 and ongoing – MOHS, YAB, Youth Homelessness Action Committee)

Objective 4.1.5
Develop landlord engagement strategy to cultivate participation and promote accountability. (October 2020 and ongoing – MOHS, YHDP RRH Grantee)

Objective 4.1.6
Implement youth-centered move-on strategies to assist young people in achieving housing goals and maximize use of available units. (October 2020 and ongoing – MOHS, HMIS)

Objective 4.2.1
Provide training and technical assistance to monitor and improve youth-centered service delivery and outcomes and ensure client-driven supports that effectively assist young people to set and achieve housing-focused goals. (June 2020 and ongoing – MOHS)

Objective 4.2.2
Evaluate existing housing programs with youth involvement and guidance and identify opportunities to improve service delivery models, reduce barriers to housing (i.e. income, credit, criminal background), and ensure adequate supportive services before and after housing placement. (July 2020 and ongoing – MOHS, YAB, Youth Homelessness Action Committee)

Objective 4.2.3
Incorporate comprehensive voluntary services and goal-setting to include employment and income, financial literacy, education, health, community connection, and aftercare services. (October 2020 and ongoing – MOHS, YHDP Grantees)

Objective 4.2.4
Create mentorship opportunities that will enable young people to receive additional support, including connections through a successful housing alumni system. (October 2020 and ongoing – MOHS, YHDP Grantees)

Goals, Objectives, & Action Steps

GOAL 5: The community has resources, plans, and system capacity in place to continue to prevent and quickly end future experiences of homelessness among youth.

Objective 5.1: Develop diverse public and private revenue streams to address all system needs related to youth homelessness, including permanent housing and wraparound services for all who want and need it.

Objective 5.2: Embrace and operationalize YHDP principles, including a radical anti-racist and equity lens across all plans and systems.

Objective 5.3: The community designs systems that are responsive to the most vulnerable members of the community so as to meet everyone's needs and make all options available to youth.

Objective 5.4: Create and sustain a strong governance system for youth and young adult efforts that is led by youth and young adults with lived experience.

Objective 5.1

Objective 5.1.1
Identify all necessary system components, analyze current capacity and gaps, and articulate cost projections and potential savings to address outstanding needs. (Present and ongoing - MOHS, Youth Homelessness Action Committee, CoC Resource Allocation Committee)

Objective 5.1.2
Cultivate partnerships with private and public funders to align metrics, goals, and resources and identify opportunities to diversify and increase available funding. (Present and ongoing - MOHS, Youth Homelessness Action Committee)

Objective 5.1.3
Implement strategies to fund and collaborate with a diversified pool of community-based providers. (Present and ongoing - MOHS, Youth Homelessness Action Committee, YAB)

Objective 5.2

Objective 5.2.1
Develop and provide mandated or incentivized ongoing training to all homeless service providers, funders, systems partners, and other stakeholders to operationalize the YHDP principles, such as launching a YYA training institute. (June 2020 and ongoing - YAB, MOHS, Youth Homelessness Action Committee)

Objective 5.2.2
Establish clear accountability measures, monitoring, and technical assistance to ensure effective implementation of YHDP Guiding Principles by CoC grantees, including assigning timeframes and responsible entities for moving each action in the Guiding Principles section forward. (June 2020 and ongoing - MOHS, Youth Homelessness Action Committee, YAB)

Objective 5.3

Objective 5.3.1
Ensure all systems and partners prioritize housing stability, particularly public schools, workforce development, child welfare, and juvenile and adult justice. All stakeholders must ask clients about their housing status and provide appropriate referrals for housing needs. (August 2020, MOHS, MOED, BCPSS, BCDSS, DJS)

Objective 5.3.2
Promote shared agenda and goals across youth homeless service providers to prioritize intentional supports for access to all available and relevant supports across partner systems (e.g. education, child welfare, employment). (August 2020 - MOHS, MOED, BCPSS, BCDSS, DJS)

Objective 5.3.3
Provide adequate and sustainable technical assistance and capacity-building support for homeless service providers and key system partners. (October 2020 - MOHS, MOED, BCPSS, BCDSS, DJS)

Objective 5.3.4
Implement continuous evaluation of project and system outcomes using data and feedback from youth and providers. (October 2020 and ongoing - MOHS, Youth Homelessness Action Committee, YAB, Data & System Performance Committee)

Objective 5.3.5
Create a process for the continuous reallocation of resources to address changing needs. (October 2020 and ongoing - MOHS, Youth Homelessness Action Committee, YAB, FTEH, CoC Resource Allocation Committee)

Objective 5.4

Objective 5.4.1
Continue to develop, support, and elevate the role of the Youth Action Board (YAB) and other youth leadership opportunities, inclusive of adequate compensation, professional development, and decision-making authority. (Present and ongoing - YAB, MOHS, Youth Homelessness Action Committee, Funders)

Objective 5.4.2
Integrate a permanent and sustainable Youth and Young Adult Committee within the CoC to support YHDP implementation and other youth-focused efforts. (Present and ongoing - MOHS, Youth Homelessness Action Committee)

Objective 5.4.3
Employ youth as MOHS staff to assist with implementation of City-wide strategies. (September 2020 and ongoing - MOHS)

Objective 5.4.4
Require CoC grantees to demonstrate youth leadership roles within their staff, board, or other decision-making bodies. (August 2020 – MOHS)

Objective 5.4.5
Convene stakeholders annually for a youth-led event that will educate them, raise awareness on the issue, and foster participation in ongoing efforts. (June 2020 – YAB, MOHS, Youth Homelessness Action Committee)

Baltimore City
YHDP
Community Coordinated Plan

Maryland Head Start State Collaboration Office

Public Justice Center

Hearts and Homes

Downtown Partnership of Baltimore

Baltimore City Public School System

University of Maryland Institute for Innovation

AIRS City Steps

Corporation

Episcopal Housing

Annie E. Casey Foundation

Behavioral Health Systems

Housing Authority of Baltimore City

Baltimore Homeless Youth Initiative

MSDE Judy Centers

Baltimore Police Department

Baltimore City Community College

Department of Housing and Community Development

Family League of Baltimore

Mayor's Office of Children and Family Success

Baltimore City Schools Re-Engagement Center

Baltimore City CoC Youth Action Board

Homeless Persons Representation Project

Department of Social Services

Loving Arms

House of Ruth

Mayor's Office of Homeless Services

St. Vincent de Paul of Baltimore

Maryland Department of Juvenile Services

Youth Empowered Society

State of Maryland Office of Child Care

Health Care for the Homeless

Maryland State Department of Education

MD Dept. of Public Safety and Correctional Services

● Current Partners

● Potential Partners

PARTNERSHIPS

Partner Type	Partner Name	Partner Participation
Youth Advisory Board	Baltimore City CoC Youth Action Board	The Youth Action Board provides input and feedback into the design and delivery of services, is employed to conduct our homeless youth count, and assists with making funding decisions for youth programs. Participation in community design sessions, providing training to youth providers, collecting data/conducting needs analyses, reviewing and approving coordinated community plan, reviewing funding applications.
Collaborative Applicant, Lead Agency for HMIS, Coordinated Access, and YHDP	Mayor's Office of Homeless Services	MOHS is the Collaborative Applicant, HMIS Lead, and Coordinated Access Lead for the CoC. MOHS acts as the fiscal agent and performance monitor for nearly $38 million in public homeless services funds.YHDP Lead Agency & Strategic Planning, fund planning costs, conduct needs analyses and data collection.
Local Education Agency or State Education Agency	Baltimore City Public School System	BCPSS serves on the CoC board. BCPSS participates in annual homeless youth counts, provides cross-training on educational rights of homeless students, provides tutoring services in local shelters, and coordinates homeless policy and service delivery with CoC and MOHS.Potential Coordinated Access Point, collecting data/conducting needs analyses, systems cross-training of caseworkers, aligning referral processes, provide educational and employment services.
Juvenile Corrections	Maryland Department of Juvenile Services	DJS works with MOHS and the CoC to coordinate policy development and service delivery for justice-involved youth. Participated in the 100-Day Challenge.Potential Coordinated Access Entry Point, coordinated discharge planning, collecting data/conducting needs analyses, systems cross-training of caseworkers, aligning referral processes, provide housing and services to homeless families/youth.
Health, Mental Health, and Substance Abuse Services	Behavioral Health Systems Baltimore	CoC board member. BHSB is the local behavioral health authority and operates a range of services, including crisis response, school and community-based health services, outpatient and inpatient behavioral health services. Provide mental health and substance abuse treatment options for youth directly and through network of providers.
WIOA Boards & Employment Agencies	Mayor's Office of Employment Development	CoC board member, lead for employment and income workgroup. The CoC and MOED are working collaboratively on improving vocational training and employment opportunities for homeless jobseekers.Collecting data/conducting needs analyses, systems cross-training of caseworkers, aligning referral processes, provide employment and vocational services for youth.

Child Welfare Agency	Department of Social Services	DSS works with MOHS and the CoC to coordinate policy development and service delivery for child welfare and mainstream benefits assistance. Participated in the 100-Day Challenge. Potential Coordinated Access Entry Point, coordinated discharge planning, collecting data/conducting needs analyses, systems cross-training of caseworkers, aligning referral processes, provide housing and services to homeless families/youth.
Public Housing Authority	Housing Authority of Baltimore City	CoC board member, member of housing committee. Participated in 100-Day Challenge. Provides 850 set aside vouchers for homeless, sets aside additional project-based vouchers, and is working with MOHS and CoC to redevelop public housing units for homeless families. Requires all homeless projects to use Coordinated Access and has reduced criminal background requirements. Collecting data/conducting needs analyses, aligning referral processes, providing housing for youth.
Local Advocacy, Research, and Philanthropic Organizations	University of Maryland Institute for Innovation	UMII provides technical assistance, research, and evaluation for annual homeless youth counts in Baltimore City and the rest of the state. Conduct Needs Analysis Technical Assistance; Provider Capacity-Building & Training Research and Evaluation
	Baltimore Funders Together to End Homelessness (FTEH)	Some FTEH members serve on the YHDP Advisory Planning Committee; some FTEH members will provide funding to YHDP related projects
	Annie E. Casey Foundation	Members of CoC committees/workgroups- Employment and Income, System Performance & Resource Allocation, and Affordable Housing; Member of the YHDP Planning Committee; Member of Baltimore Funders Together to End Homelessness; Funder of YHDP stipends and other YHDP related projects; National work- member of the Executive Committee of the Funders for Housing and Opportunity
	Baltimore Homeless Youth Initiative	BHYI members contributed significantly to development of YHDP application. BHYI has led the development of youth legislation at the state level and regularly collaborates with CoC and MOHS. Provider Capacity-Building & Training Provide legal services to youth
	Homeless Persons Representation Project	CoC board member, member of the CoC's employment and income workgroup, provides strategic planning support for youth homelessness with the CoC. HPRP co-leads Youth REACH MD with the CoC. HPRP also works with the CoC and DSS to streamline case benefits eligibility for homeless families. Provider Capacity-Building & Training Provide legal services to youth

CoC/ESG Programs	Youth Empowered Society	YES has worked with the CoC since 2009 to guide work on youth homelessness, including leading homeless youth counts. YES co-chairs the Baltimore Homeless Youth Initiative, is a member of the CoC Board. The CoC includes YES as a coordinated entry access point and provides training and technical assistance for implementing their program.Designated Youth Coordinated Access Point. Provide supportive services, homeless diversion support, housing assessment, permanent housing.
CoC/ESG Programs	St. Vincent de Paul of Baltimore	CoC Board Member. SVDP has partnered with the CoC for over a decade to provide housing and services to pregnant and parenting youth, adults, and families experiencing homelessness. The CoC includes SVDP programs as coordinated entry access points and provides training and technical assistance for implementing their programs.Coordinated Access Entry Point, provide housing and services (ES and RRH for pregnant/parenting youth).
Runaway and Homeless Youth Program	Loving Arms	Loving Arms is a CoC member, participated in 100-Day Challenge on Youth, and participates in homeless youth counts.Provide street outreach, housing, and services for unaccompanied youth under 25.
CoC/ESG Programs and Community Development Corporation	Historic East Baltimore Community Action Coalition/YO! Baltimore	CoC Youth and Young Adult Committee member, participates in YouthREACH. Provides a range of GED, vocational, and educational supports to homeless youth. Partneredwith MOHS to build first TAY shelter. Coordinated Access Entry Point; Provide housing and services (new ES for unaccompanied youth)
Nonprofit Partner	Downtown Partnership of Baltimore	Downtown Partnership of Baltimore has partnered with the CoC to support the 2019 Fundraiser and Text2Give Campaign.
Additional Potential Partners to Add		
State Government Agency	Department of Housing and Community Development	Leads Youth REACH, statewide homeless youth count and survey. Provided pilot funding for youth RRH project and youth host homes. Funding YHDP planning costs, conduct needs analyses and data collection.
Local and State Law Enforcement	Baltimore Police Department	
Adult Corrections	MD Dept. of Public Safety and Correctional Services	
Local Government Agency	Department of Housing and Community Development	Provides funding for a range of housing and supportive services for homeless households. Oversees CDBG and HOME funds, in addition to new Affordable Housing Trust Fund.
Affordable Housing Developer	Episcopal Housing Corporation	
Local Advocacy, Research, and Philanthropic Organizations	Public Justice Center	Public Justice Center partners with the CoC to support family shelters in advocating for homeless student rights, in addition to conducting educational campaigns across the CoC and state for service providers.
	Family League of Baltimore	

Early Childhood Development	Mayor's Office of Children and Family Success	Head Start, CAP, + other efforts
CoC/ESG Programs & SOAR	Health Care for the Homeless	CoC board member and lead agency for SOAR. HCH provides wide range of health and housing services, with a special competency for serving youth. Coordinated Access Entry Point, provide housing and health services to youth, coordinate referral processes and integration of SOAR
CoC/ESG Programs & Victim Services	House of Ruth	CoC board member, chair of CoC governance committee. House of Ruth is the designated coordinated access entry point for domestic violence survivors. Coordinated Access Entry Point, Collecting data/conducting needs analyses, aligning referral processes, Provide housing and services (ES, RRH youth who are victims of DV)
CoC/ESG Programs	AIRS City Steps	AIRS has partnered with the CoC for over a decade to provide housing and services to unaccompanied youth, pregnant and parenting youth, adults, ad people with HIV/AIDS. The CoC includes AIRS as a coordinated entry access point and provides training and technical assistance for implementing their program. Provide housing and services (TH for pregnant/parenting youth, PSH for unaccompanied youth)
Runaway and Homeless Youth Program	Hearts and Homes	
Early Childhood Development	Maryland Head Start State Collaboration Office	Contributes to efforts to improve the identification of and comprehensive service delivery to pregnant and parenting youth
Early Childhood Development	State of Maryland Office of Child Care	Contributes to efforts to improve the identification of and comprehensive service delivery to pregnant and parenting youth
Early Childhood Development	MSDE Judy Centers	Contributes to efforts to improve the identification of and comprehensive service delivery to pregnant and parenting youth
Local Education Agency or State Education Agency	Baltimore City Schools Re-Engagement Center	Contributes to efforts to improve the identification and K12 completion of, and comprehensive service delivery to, youth experiencing homelessness
Contributes to efforts to improve the identification of and comprehensive service delivery to pregnant and parenting youth	Maryland State Department of Education	Contributes to efforts to improve the identification and K12 and Career and Technical Education completion of, and comprehensive service delivery to, youth experiencing homelessness
Institution of Higher Education	Baltimore City Community College	Contributes to efforts to improve the identification higher education completion of, and comprehensive service delivery to, youth experiencing homelessness

GOVERNANCE STRUCTURE

Continuum of Care Structure

Baltimore City Continuum of care (CoC) is a collaborative body that promotes community-wide commitment to the goal of making homelessness rare, brief, and non-recurring in Baltimore City. The CoC is organized to carry out responsibilities assigned by the [Department of Housing and Urban Development](#)'s (HUD) CoC Program and coordinates available resources and stakeholders' efforts. Comprised of elected and appointed positions, the Continuum's Board acts on behalf of the full Continuum to maintain direction and oversight for the mission of the Continuum of Care. The Board is comprised of the following:

- Eight voting seats for individuals with lived experience of homelessness, including two seats dedicated to youth and young adults and one seat dedicated to a survivor of domestic violence;
- Six voting seats for homeless service providers; Six voting seats for at-large representatives;
- Six voting seats for system leaders;
- One voting seat for a City representative, nominated by the Mayor; and
- Up to nine non-voting seats for City agency representatives and appointed entity representatives.

The Board designates appointed entities to fulfill the Collaborative Applicant, HMIS Lead, and Support Entity roles. The Mayor's Office of Homeless Services has been designated to fulfill these roles.

Lived Experience Committees

The Baltimore City Continuum of Care includes two committees —the Lived Experience Advisory Committee (LEAC) and the Youth Action Board (YAB)—responsible for providing the Continuum of Care and the Mayor's Office of Homeless Services with feedback and strategic guidance based on the experiences of homeless and formerly homeless individuals. All other committee work-plans and proposals should be presented to these committees. All people with lived experience of homelessness are encouraged to join and participate in the Board's activities and to serve in other committees.

Baltimore City CoC Action Plan on Homelessness

Strategy 1

Increase the Supply of Affordable Housing
Increasing the supply of affordable housing is an essential component of our efforts to make homelessness rare, brief, and nonrecurring and will yield the best and most cost-effective long-term results. The six interventions within this strategy present a robust, multi-pronged approach to expand opportunities for safe, decent, and affordable housing—and supportive services needed to promote the highest level of independence and community integration for the range of individuals and families impacted by homelessness.

Strategy 2

Create a More Effective Crisis Response System
An effective crisis response system prevents homelessness when possible and rapidly returns households experiencing homelessness to stable housing.

Strategy 3

Transform the Shelter System
Emergency shelters play a vital role in ending homelessness. Providing temporary, safe, and supportive environment to address barriers to housing strengthens our system and encourages households experiencing homelessness to seek the assistance needed to exit homelessness.

Strategy 4

Improve Access to Employment and Economic Opportunities.
A comprehensive employment and income strategy and cross-sector solutions are necessary to support the goals of homeless jobseekers, eliminate barriers to employment and income stability, and assist families to obtain and sustain housing.

Strategy 5

Establish a Race Equity Agenda.
A race equity agenda is critical to this plan and will enable us to identify, address, and eliminate racial disparities in the homeless service system and create an equitable system.

Action Committees

Immediately upon the adoption of the Action Plan on Homelessness, the Continuum Board approved the restructure of its committees to align with the plan's key strategies. All committees and meetings follow protocols outlined in the Continuum Governance Charter and Bylaws.

LET'S YOUTH VOICES BE HEARD

NOTHING ABOUT US
WITHOUT US
IS FOR US

YHDP PLANNING & COLLABORATION
Youth Action Board

The Youth Action Board is comprised of youth and young adults in Baltimore City who have experienced or are currently experiencing homelessness. The Youth Action Board was established in 2017 and brings a wealth of diversity and knowledge around issues impacting youth and young adults experiencing homelessness. In November, existing members of the YAB completed a process to solicit applications from youth and young adults, ages sixteen to twenty-five, with the goal of increasing the size and diversity of the Board to the current total of eleven members. Additional information on the Youth Action Board is available in Appendix III.

The Youth Action Board meets twice monthly, inclusive of sessions dedicated to YHDP planning and working sessions with the YHDP technical assistance teams. To date, these YHDP-focused meetings include:

1. **October 1st: YHDP Overview**
2. **November 2nd: Homeless Services Overview and Group Agreements**
3. **November 18th: Youth Action Board -Vision and Values**
4. **December 4th: New Member Orientation**
5. **December 19th: YHDP Goals, Objectives, and Action Steps**
6. **January 6th: YHDP Values and Principles**
7. **January 23rd: YHDP System Modeling**
8. **February 10th: YAB Governance and YHDP System Modeling**
9. **February 18th: YHDP System Modeling**
10. **March 9th: YHDP System Modeling**
11. **March 16th: Approved Project Types**

In December 2019, four of the Youth Action Board members were identified to represent the Youth Action Board and participate on the YHDP Planning Committee.

YHDP Planning Committee

In September, the Mayor's Office of Homeless Services organized a kickoff meeting with key stakeholders to introduce YHDP, including an implementation timeline and summary of key activities. Stakeholders were asked to confirm their commitment to participating in ongoing YHDP planning activities for the purposes of developing the YHDP Coordinated Community Plan. An email announcement was also disseminated to the full Continuum and homeless service providers were given the opportunity to join the YHDP Planning Committee. The YHDP Planning Committee convened starting in October and continues to meet twice monthly. See Appendix IV for a full list of YHDP Planning Committee participants.

In addition to local planning meetings, the YHDP Planning Committee has also participated in monthly meetings with the YHDP technical assistance teams. To date, these meetings include:

1. October 1st and 2nd: YHDP Introduction, Governance, Data Deep Dive, Authentic Youth Collaboration and Equity, Workforce and Homeless Service Collaboration

2. October 29th and 30th: System Modeling (18-24), Action Planning, and System Partnerships

3. November 18th and 19th: Values and Principles, Coordinated Entry, and System Modeling (18-24)

4. December 19th and 20th: System Modeling (Under 18) and Coordinated Community Plan Review

5. February 10th and 11th: System Modeling, Project Discussion, and Coordinated Community Plan Development

6. March 9th and 10th: Finalized System Model and YHDP Project Selection

Community Stakeholder Engagement
In January, the YHDP Planning Committee convened a series of community stakeholder engagement sessions to share information on the YHDP process and solicit feedback to inform the Coordinated Community Plan. The following sessions were conducted in January:

1. Adultism and Equity Session
(in partnership with True Colors United): Engaged Continuum members and homeless service providers to examine issues of adultism and equity and identify strategies for authentic youth engagement at all levels of our work.

2. Education Convening (in partnership with the National Center for Homeless Education): Engaged educational institutions for a deeper dive on opportunities for education and homeless service system collaboration through YHDP.

3. YHDP Community Forum
(in partnership with CSH and co-led by the YHDP Planning Committee): Engaged the full spectrum of Continuum members to provide an overview of YHDP, share updates on the planning process, and solicit input to inform the Coordinated Community Plan.

4. Homeless Services Grants Workshop (in partnership with Baltimore Funders Together to End Homelessness): Engaged potential and existing grantees to provide an overview of public and private grant opportunities, explanation of requirements, and strategies to create strong applications. This included a component specific to YHDP with the goal to recruit a strong and diverse pool of applicants.

HOMELESS SERVICES FUNDING 101

DECISION-MAKING STRUCTURE

Baltimore City Coordinated Community Plan on Youth Homelessness

In June 2020, the Youth Action Board and Continuum Board will vote to approve the final Baltimore City Coordinated Community Plan to prevent and end youth homelessness. This plan will provide youth-specific strategies and solutions and will supplement the existing Baltimore City Action Plan on Homelessness that was adopted by the Continuum in 2019.

Baltimore City Youth Homelessness Action Committee

In March 2020, the Board voted to transition the ad-hoc YHDP Planning Committee into a formal committee of the Continuum of Care, renamed the Youth Homelessness Action Committee. Similar to the five Action Committees created to correspond with and guide implementation of the Baltimore City Action Plan on Homelessness, the Youth Homelessness Action Committee will be responsible for guiding the implementation of the Coordinated Community Plan on Youth Homelessness. See Appendix V for a full depiction of the Baltimore City Continuum of Care structure.

1 — Adultism in common language.

- Respect your elders -- they know better
- Older & wiser
- Childish
- Immature
- Too young/Not old enough

2 — Step 1: Youth Program Models (60 minutes)

3

4

5 — Education Stakeholder Convening on YHDP

6

7

8

9

Gallery

1	YHDP Convening
2	YHDP Meeting
3	YHDP Meeting
4	Kickoff Meeting
5	YHDP Convening
6	YHDP Convening
7	YHDP Convening
8	YHDP Convening
9	YHDP Meeting

DECISION-MAKING BODIES & RESPONSIBILITIES

Role of the Continuum Board

- Provides high-level leadership and support to the Youth Action Board and all YHDP planning and implementation activities.
- Votes to approve the YHDP Coordinated Community Plan and all project applications.
- Votes to formalize an ongoing focus on youth homelessness through the creation of the Youth Homelessness Action Committee.
- Ensures that other Action Committees review the Coordinated Community Plan on Youth Homelessness, align efforts as applicable, and consult with the Youth Action Board.

Role of the Youth Action Board

- Designates members to participate in the YHDP planning process, including the project application review process, and participate on the Youth Homelessness Action Committee.
- Reviews and contribute to all aspects of the YHDP Coordinated Community Plan.
- Votes to approve the YHDP Coordinated Community Plan and all project applications.

Role of the YHDP Planning Committee\Youth Homelessness Action Committee

- Participates regularly in the monthly planning meetings and technical assistance sessions.
- Develop, manage, and implement all required YHDP activities in accordance with required timelines.
- Develop the YHDP Coordinated Community Plan and implementation processes.
- Approve the YHDP Coordinated Community Plan and designate members to participate in the project application review process.

Role of the System Performance and Resource Allocation Committee

- Facilitates the YHDP project application review process with participation from the Youth Homelessness Action Committee and Youth Action Board.
- Incorporates youth-focused system performance and resource allocation activities into ongoing work-plans.

Role of the Mayor's Office of Homeless Services

- Engages stakeholders and facilitate all activities related to YHDP development and implementation.
- Provides support and technical assistance to the Youth Homelessness Action Committee and Youth Action Board.
- Provides financial, administrative, and programmatic oversight of YHDP funding.

Role of the Baltimore City Department of Social Services (local child welfare agency)

- Participates as an active member of the Continuum of Care and the Youth Homelessness Action Committee.
- Signs to endorse the YHDP Coordinated Community Plan.

Conflict-of-Interest Process

No member of the Continuum may participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefits to the organization that the member represents. Members of the Continuum will disclose potential conflicts of interest that they may have regarding the review and selection of YHDP project applications, inclusive of volunteerism, employment, or Board membership at an agency that intends to apply for YHDP funds. All Continuum members will sign a Conflict of Interest statement prior to participating in the project review process. See the Governance Charter and Bylaws for the Continuum's full Conflict of Interest standards.

NEW PROJECTS

Project 1: Diversion Project

Program Type: Diversion	Approximately $350,000 - $550,000 Cost does not include 25% matching funds
Length of Assistance	On average, three to six months
Populations Served	✓ Unaccompanied Youth, Under 18 ✓ Pregnant/Parenting Youth, Under 18 ✓ Unaccompanied Youth, 18-24 ✓ Pregnant/Parenting Youth, 18-24
Desired Capacity of Provider	Knowledge of the continuum of services across Baltimore City; Commit to participate in the Baltimore City Continuum of Care and work collaboratively with the Youth Homelessness Action Committee and Youth Action Board on project design and implementation; Experience working with youth experiencing and at risk of homelessness; Organizational capacity (financial, leadership, governance); Experience and/or willingness to participate in trainings related to effective diversion services [may include race equity and LGBTQ+ competency; DV/trafficking; PYD and TIC; and more].

Program Description and Elements	The YHDP Diversion project's aim is to connect with youth and young adults through outreach and coordinated access in order to quickly assess if the youth has the ability to be diverted from shelter or housing projects. The project will assess the ability to divert and offer short term (up to six months) of flexible financial assistance and supportive services to keep youth housed or quickly re-house.
	
	Outreach strategy to identify and connect with youth and young adults experiencing and at-risk of homelessness; strong preference for an outreach strategy that includes the use of youth peer workers
	
	Assessment strategy connected to coordinated access, that can identify youth who would benefit from short-term flexible financial support and supportive services to remain housed or become quickly re-housed.
	
	Continuum of services to connect to and/or retain safe and stable housing:
	• Comprehensive individualized needs assessment (initial/ongoing)
	• Housing related case search and barrier removal support; crisis housing and shelter referrals
	• Case management, including:
	  o Conflict resolution/mediation (including family-focused support)
	  o Connection to other resources and support based on individualized needs, including the following:
	    ▪ Education services
	    ▪ Employment assistance and job training
	    ▪ Legal services
	    ▪ Mental health services
	    ▪ Outpatient health services (including behavioral health and substance use treatment services)
	    ▪ Mainstream benefits
	  o Specific assistance for special populations including youth and young adults who identify as LGBTQ+ and victims of domestic violence/sexual assault/trafficking
	
	Financial assistance (including the following):
	• Rental application fees
	• Utility deposits
	• Food
	• Transportation
	• Childcare
	The project may be able to offer flexible financial support through stipends based on the amount of food and transportation cost it may cost for a kinship/fictive kinship home to support the young person living in the housing.
	
	Participation in the Homeless Management Information System (HMIS), include referrals and prioritization through the Coordinated Access System
	
	Adherence to best practices and principles of the CCP, including but not limited to: PIC and TIC; Housing First; harm reduction; youth choice; individualized and client-driven supports.
	
	Comprehensive evaluation and continuous improvement plan

Desired/Expected Outcomes	Desired outcomes may include: • Reduced number of youth and young adults becoming homeless and/or seeking emergency shelter options • Reduced detainment of young people and increased family stability due to familial conflict • Increased connections to education, employment, benefits, and other resources and permanent connections
Timeframe for Project Selection Process	A Request for Proposals was released on April 30, 2020. Applicants had 30 days to submit the application to be considered for a grant award. After the deadline, representatives from the Continuum's Resource Allocation Committee, Youth Homelessness Action Committee, and Youth Action Board will have two weeks to review, rate, and rank the projects based on the rating and ranking protocol. Once the ranking has been determined the ranking will be given to the Youth Action Board for approval. After the Youth Action Board approval, the ranking will be given to the Continuum Board for approval and announcements will be made in mid-June.

Project 2: Family-Based Setting

Program Type: Family-Based Setting	Approximately $100,000 - $300,000 Cost does not include 25% matching funds
Length of Assistance	On average, twelve months
Populations Served	✓ Unaccompanied Youth, Under 18 ✓ Pregnant/Parenting Youth, Under 18 Unaccompanied Youth, 18-24 Pregnant/Parenting Youth, 18-24
Desired Capacity of Provider	Knowledge of the continuum of services across Baltimore City; Commit to participate in the Baltimore City Continuum of Care and work collaboratively with the Youth Homelessness Action Committee and Youth Action Board on project design and implementation; Experience working with youth experiencing and at risk of homelessness; Organizational capacity (financial, leadership, governance); Experience and/or willingness to participate in trainings related to diversion [may include race equity and LGBTQ+ competency; DV/trafficking; PYD and TIC; and more].

Program Description and Elements	The YHDP Family-Based Setting Support Program will operate as a housing project with referrals through coordinated entry. The project will be able to offer financial support and supportive services, for up to 24 months (with approval from HUD), to young people living with friends, kin, and recruited host homes.
	
	Outreach strategy to identify and connect with youth and young adults experiencing and at-risk of homelessness; strong preference for an outreach strategy that includes the use of youth peer workers.
	
	Continuum of services to connect to and/or retain safe and stable housing:
	Comprehensive individualized needs assessment (initial/ongoing)
	Housing related case search and barrier removal support; crisis housing and shelter referrals
	Recruitment, training, and ongoing supports for kin and host homes who may be able to host youth experiencing homelessness
	Case management, including:
	    Conflict resolution/mediation (including family-focused support)
	    Family search to help youth identify safe and stable kin and fictive kin that can offer safe and stable housing with supports from the project
	    Connection to other resources and support based on individualized needs, including the following:
	        Education services
	        Employment assistance and job training
	        Legal services
	        Mental health services
	        Outpatient health services (including behavioral health and substance use treatment services)
	        Mainstream benefits
	    Specific assistance for special populations including youth and young adults who identify as LGBTQ+ and victims of domestic violence/sexual assault/trafficking
	
	Financial assistance (including the following):
	Rental application fees
	Utility deposits
	Food
	Transportation
	Childcare
	
	The project may be able to offer flexible financial support through stipends based on the amount of food and transportation cost it may cost for a kinship/fictive kinship home to support the young person living in the housing.
	
	Participation in the Homeless Management Information System (HMIS), include referrals and prioritization through the Coordinated Access System
	
	Adherence to best practices and principles of the CCP, including but not limited to: PIC and TIC; Housing First; harm reduction; youth choice; individualized and client-driven supports.
	
	Comprehensive evaluation and continuous improvement plan

Desired/Expected Outcomes	Desired outcomes may include: Reduced number of youth and young adults becoming homeless and/or seeking emergency shelter options Reduced detainment of young people and increased family stability due to familial conflict Increased connections to education, employment, benefits, and other resources and permanent connections
Timeframe for Project Selection Process	A Request for Proposals was released on April 30, 2020. Applicants had 30 days to submit the application to be considered for a grant award. After the deadline, representatives from the Continuum's Resource Allocation Committee, Youth Homelessness Action Committee, and Youth Action Board will have two weeks to review, rate, and rank the projects based on the rating and ranking protocol. Once the ranking has been determined the ranking will be given to the Youth Action Board for approval. After the Youth Action Board approval, the ranking will be given to the Continuum Board for approval and announcements will be made in mid-June.

Project 3: Crisis Transitional Housing

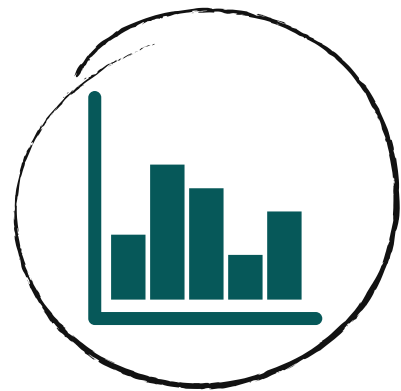| Program Type: Crisis Transitional Housing	Approximately $150,000 - $350,000 Cost does not include 25% matching funds	
Length of Assistance	On average, two months	
Populations Served	☐ Unaccompanied Youth, Under 18 ✓ Unaccompanied Youth, 18-24	☐ Pregnant/Parenting Youth, Under 18 ✓ Pregnant/Parenting Youth, 18-24
Desired Capacity of Provider	Knowledge of the continuum of services across Baltimore City; Commit to participate in the Baltimore City Continuum of Care and work collaboratively with the Youth Homelessness Action Committee and Youth Action Board on project design and implementation; Experience working with youth experiencing and at risk of homelessness; Organizational capacity (financial, leadership, governance); Experience and/or willingness to participate in trainings related to serving homeless youth in a crisis setting [may include race equity and LGBTQ+ competency; DV/trafficking; PYD and TIC; and more].	

Program Description and Elements	The Joint TH-RRH project allows for both short-term crisis stability and long-term permanent housing placements utilizing Housing First practices and incorporate youth-choice during placement and participation of all program components and services; i.e., a program participant may only need a temporary stay in TH, but they would also have access to financial assistance and supportive services that traditionally comes with RRH. This also includes the option for program participants to enter directly into RRH without first going into TH.
	
	The YHDP crisis transitional housing project will offer crisis housing units to youth 18-24 who are experiencing homelessness (do you want to put unit projections here – you will in the RFP). The goal is to offer short-term (1-3 months) of crisis housing to offer safe and stable housing to youth while they are connected to their permanent housing solution. This project could be combined with the RRH project or be a separate project.
	
	Transitional housing units may be provided either through master leased units or scattered site rental units, based on availability and participant choice.
	
	Prioritization through Coordinated Entry System using a low-barrier entry and youth centered program that is:
	• Strength-based
	• Trauma- informed
	• Culturally competent
	• Inclusive of youth voice in decision making
	
	Housing options are:
	• Scattered site or site-based with strategies for connection and community building (if site-based the applicant must own and operate the building or have a lease agreement in place when applying)
	• In neighborhoods that young people determine are safe
	• Meet/exceed standard housing conditions
	• Structured for safety, rather than control
	• Include the option to roommate
	
	Case Management Services are intensive and include:
	• Ongoing individualized assessment and planning
	• Permanent housing placement after stay in crisis transitional housing
	• Self-sufficiency assessment to determine plan for financial assistance
	• Connections to voluntary supports that include:
	  o Education services
	  o Employment assistance and job training
	  o Legal services
	  o Mental health services
	  o Outpatient health services (including behavioral health and substance use treatment services)
	  o Mainstream benefits
	  o Transportation
	  o Childcare
	  o Family focused supports
	  o Financial education
	  o Specific assistance for special populations including youth and young adults who identify as LGBTQ+ and victims of domestic violence/sexual assault/trafficking
	
	Participation in the Homeless Management Information System (HMIS), include referrals and prioritization through the Coordinated Access System
	
	Adherence to best practices and principles of the CCP, including but not limited to: PIC and TIC; Housing First; harm reduction; youth choice; individualized and client-driven supports.
	
	Comprehensive evaluation and continuous improvement plan	

Desired/Expected Outcomes	Desired outcomes may include: • Successful exits to permanent housing • Reductions in length of time homeless • Increased connections to education, employment, benefits, and other resources and permanent connections	
Timeframe for Project Selection Process	A Request for Proposals was released on April 30, 2020. Applicants had 30 days to submit the application to be considered for a grant award. After the deadline, representatives from the Continuum's Resource Allocation Committee, Youth Homelessness Action Committee, and Youth Action Board will have two weeks to review, rate, and rank the projects based on the rating and ranking protocol. Once the ranking has been determined the ranking will be given to the Youth Action Board for approval. After the Youth Action Board approval, the ranking will be given to the Continuum Board for approval and announcements will be made in mid-June.	

Project 4: Rapid Rehousing

Note: Applicants will be given the option to apply for a joint Transitional Housing–Rapid Rehousing (TH–RRH) project combining Projects 3 and 4 of this CCP.

Program Type: Rapid Rehousing	Approximately $400,000 - $600,000 Cost does not include 25% matching funds
Length of Assistance	On average, 18 months
Populations Served	☐ Unaccompanied Youth, Under 18 ☐ Pregnant/Parenting Youth, Under 18 ✓ Unaccompanied Youth, 18-24 ✓ Pregnant/Parenting Youth, 18-24
Desired Capacity of Provider	Knowledge of the continuum of services across Baltimore City; Commit to participate in the Baltimore City Continuum of Care and work collaboratively with the Youth Homelessness Action Committee and Youth Action Board on project design and implementation; Experience working with youth experiencing and at risk of homelessness; Organizational capacity (financial, leadership, governance); Experience and/or willingness to participate in trainings related to serving homeless youth in a crisis setting [may include race equity and LGBTQ+ competency; DV/trafficking; PYD and TIC; and more].

Program Description and Elements	The YHDP RRH project will offer up to 24 months (possibly 36 months with HUD approval) of tenant-based rental assistance and supportive services to youth 18-24. The project will assist youth in locating and sustaining rental housing through housing search, rental assistance, and ongoing supportive services.
	
	The RRH component will provide housing search support and short- and medium-term rental assistance to move participants as rapidly as possible into permanent housing. RRH will be offered without preconditions and the resources and services provided will be individualized. Project participants will be supported in locating housing of their choice in the private rental market and include the option to roommate.
	
	Prioritization through Coordinated Entry System using a low-barrier entry, youth centered program that is:
	• Strength-based
	• Trauma- informed
	• Culturally competent
	• Inclusive of youth voice in decision making
	
	Housing options are:
	• Scattered site tenant-based rental assistance with strategies for connection and community building
	• In neighborhoods that young people determine are safe
	• Meet/exceed standard housing conditions
	• Structured for safety, rather than control
	• Include the option to roommate
	• Include options for the inclusion of utilities and flexible lengths of stay
	
	Case Management Services are intensive and include:
	• Ongoing individualized assessment and planning
	• Permanent housing placement
	• Follow-up and after care support
	• Self-sufficiency assessment to determine plan for financial assistance
	• Connections to voluntary supports that include:
	  o Education services
	  o Employment assistance and job training
	  o Legal services
	  o Mental health services
	  o Outpatient health services (including behavioral health and substance use treatment services)
	  o Mainstream benefits
	  o Transportation
	  o Childcare
	  o Family focused supports
	  o Financial education
	  o Specific assistance for special populations including youth and young adults who identify as LGBTQ+ and victims of domestic violence/sexual assault/trafficking
	• Landlord and tenant education and engagement
	
	Financial assistance (including the following):
	• Projects must demonstrate a plan for determining financial assistance methods/amounts based on client need
	• Provide up to 36 months and available intermittently (waiver needed)
	• Supportive services available up to six months after rental assistance ends
	• Rental application fees
	• Utility deposits
	• Food
	• Transportation
	• Childcare
	
	Participation in the Homeless Management Information System (HMIS), include referrals and prioritization through the Coordinated Access System
	
	Adherence to best practices and principles of the CCP, including but not limited to: PIC and TIC; Housing First; harm reduction; youth choice; individualized and client-driven supports.
	
	Comprehensive evaluation and continuous improvement plan

Desired/Expected Outcomes	Desired outcomes may include: • Successful placement and retention in permanent housing (during and after program enrollment) • Reductions in length of time homeless • Increased connections to education, employment, benefits, and other resources and permanent connections
Timeframe for Project Selection Process	A Request for Proposals was released on April 30, 2020. Applicants had 30 days to submit the application to be considered for a grant award. After the deadline, representatives from the Continuum's Resource Allocation Committee, Youth Homelessness Action Committee, and Youth Action Board will have two weeks to review, rate, and rank the projects based on the rating and ranking protocol. Once the ranking has been determined the ranking will be given to the Youth Action Board for approval. After the Youth Action Board approval, the ranking will be given to the Continuum Board for approval and announcements will be made in mid-June.

Project 5: Permanent Supportive Housing

Program Type: Permanent Supportive Housing	Approximately $350,000 - $550,000 Cost does not include 25% matching funds
Length of Assistance	Permanent
Populations Served	☐ Unaccompanied Youth, Under 18 ☐ Pregnant/Parenting Youth, Under 18 ✓ Unaccompanied Youth, 18-24 ✓ Pregnant/Parenting Youth, 18-24
Desired Capacity of Provider	Knowledge of the continuum of services across Baltimore City; Commit to participate in the Baltimore City Continuum of Care and work collaboratively with the Youth Homelessness Action Committee and Youth Action Board on project design and implementation; Experience working with youth experiencing and at risk of homelessness; Organizational capacity (financial, leadership, governance); Experience and/or willingness to participate in trainings related to serving homeless youth in a crisis setting [may include race equity and LGBTQ+ competency; DV/trafficking; PYD and TIC; and more].

Program Description and Elements	The YHDP Permanent Supportive Housing (PSH) will offer non-time limited housing assistance and a deep array of supportive services for youth 18-24 who are experiencing homelessness and have a qualifying disability. This project is targeted for youth and young adults with mental health, physical health, and substance use disorders and requires comprehensive supportive services.
	
	This project combines affordable housing assistance with support services and linkages to resources that build life skills to ensure housing stability, and connects participants to community-based health care and other individualized supports. Utilizing Housing First practices, PSH incorporates youth-choice during placement and participation of all program components and services. The level of rental assistance provided will be individualized.
	
	Permanent housing units may be provided either through master leased units, scattered site rental units, or site based rental units, based on availability and participant choice.
	
	Prioritization through Coordinated Entry System using a low-barrier entry, youth centered program that is:
	• Strength-based
	• Trauma- informed
	• Culturally competent
	• Inclusive of youth voice in decision making
	
	Housing options are:
	• Scattered site or site-based with strategies for connection and community building (if site based the applicant should have the site secured if using operating funds and/or have a leased property if using leasing funds for a site-based option)
	• In neighborhoods that young people determine are safe
	• Meet/exceed standard housing conditions
	• Structured for safety, rather than control
	
	Case Management Services are intensive and include:
	• Ongoing individualized assessment and planning
	• Permanent housing placement
	• Follow-up and after care support
	• Connections to voluntary supports that include:
	  o Education services
	  o Employment assistance and job training
	  o Legal services
	  o Mental health services
	  o Outpatient health services (including behavioral health and substance use treatment services)
	  o Mainstream benefits
	  o Transportation
	  o Childcare
	  o Family focused supports
	  o Financial education
	  o Specific assistance for special populations including youth and young adults who identify as LGBTQ+ and victims of domestic violence/sexual assault/trafficking
	• Landlord and tenant education and engagement
	
	Participation in the Homeless Management Information System (HMIS), include referrals and prioritization through the Coordinated Access System
	
	Adherence to best practices and principles of the CCP, including but not limited to: PIC and TIC; Housing First; harm reduction; youth choice; individualized and client-driven supports.
	
	Comprehensive evaluation and continuous improvement plan

Desired/Expected Outcomes	Desired outcomes may include: • Successful placement and retention in permanent housing • Reductions in length of time homeless • Increased connections to education, employment, benefits, and other resources and permanent connections
Timeframe for Project Selection Process	A Request for Proposals was released on April 30, 2020. Applicants had 30 days to submit the application to be considered for a grant award. After the deadline, representatives from the Continuum's Resource Allocation Committee, Youth Homelessness Action Committee, and Youth Action Board will have two weeks to review, rate, and rank the projects based on the rating and ranking protocol. Once the ranking has been determined the ranking will be given to the Youth Action Board for approval. After the Youth Action Board approval, the ranking will be given to the Continuum Board for approval and announcements will be made in mid-June.

CONTINUOUS QUALITY IMPROVEMENT PLAN

A continuous quality improvement process is critical to the effective implementation of the Coordinated Community Plan and individual YHDP projects. The Continuum Board, Youth Homelessness Action Committee, and Youth Action Board will work closely with the Mayor's Office of Homeless Services (MOHS) and community partners to evaluate project and system performance and design and implement monitoring standards for the YHDP project and individually funded projects.

CCP – Continuous Evaluation

The Youth Homelessness Action Committee and Youth Action Board will collaborate with MOHS and the Continuum Board to:

- Develop an annual work-plan and track progress on the implementation of CCP activities and make modifications to the CCP as necessary;
- Engage all key partners to participate in the Youth Homelessness Action Committee;
- Establish project and system performance measures and benchmarks for YHDP and other youth-centered projects;
- Incorporate YHDP principles into the evaluation policies and protocols;
- Design technical assistance and training to support the implementation of YHDP principles and activities within and across projects;
- Report on a quarterly basis to the Continuum and Continuum Board on YHDP progress;
- Hold youth-centered and general community forums to share updates and solicit feedback from public stakeholders.

Project Monitoring and Evaluation

- As sub-recipients of MOHS, all YHDP funded projects will be subject to formal monitoring. MOHS will collaborate with the Youth Homelessness Action Committee and Youth Action Board on the design of YHDP monitoring protocols.

- The Youth Action Board will be invited to participate in the implementation of YHDP project monitoring.
- On a quarterly basis, MOHS will partner with the Youth Homelessness Action Committee to review YHDP project implementation progress, assess outcomes, and offer technical assistance

Youth Voice

- YHDP funded projects will be required to collaborate with the Continuum on the development and implementation of mechanisms to solicit feedback from YHDP project participants. Options may include town hall meetings, secure comment boxes, participant surveys, focus groups or collaborative planning sessions, and the establishment of a youth advisory board.

- YHDP funded projects will be required to implement clear and accessible grievance policies and protocols and report all submissions to MOHS.
- MOHS and the Youth Homelessness Action Committee will advise on the development and implementation of grievance protocols.

YHDP PROVIDERS

- YHDP funded providers will be expected to designate representatives to participate actively on the Youth Homelessness Action Committee.
- YHDP funded providers will be expected to work closely with the Youth Homelessness Action Committee to establish performance standards, review data and progress towards key benchmarks, and address challenges.

APPROVED

APPROVED

APPROVED

The Baltimore City Youth Action Board approves the Coordinated Community Plan.

Brian Robinson   *Brian Robinson*

Imani Edmond   *Imani Edmond*

Jordan Devega   *Jordan Devega*

Kevar Cooper   *(signature)*

Saquan Ferrell   *Saquan Ferrell*

Loah James   *Lolah James*

Mystic King   *Mystic King*

Nykiah Collins   *Nykiah Collins*

Saki Bell   *(signature)*

Tyshell Johnson   *Tyshell J.*

The Baltimore City Youth Action Board approves the selected projects for, Diversion, Family Based Setting, Rapid-rehousing and Permanent Supportive housing.

Imani Edmond _____Imani Edmond_____

Jordan Devega _____Jordan Devega_____

Kevar Cooper _____[signature]_____

Saquan Ferrell _____Saquan Ferrell_____

Loah James _____Lolah James_____

Mystic King _____Mystic King_____

Nykiah Collins _____Nykiah Collins_____

CITY OF BALTIMORE

Bernard C. "Jack" Young, Mayor

Office of the Director of MOHS

Tisha Edwards, Interim Director
7 E. Redwood Street, 5th Floor
Baltimore, MD 21202

Date:

The Mayor's Office of Homeless Services approves the Baltimore City Coordinated Community Plan for the Youth Homelessness Demonstration Program.

Name: _Tisha Edwards_

Title: _Interim Director_

Signature: _Edwards_

Date: _6/16/20_

The Baltimore City Department of Social Services, Child Welfare Agency approves the Youth Homelessness Demonstration Program Coordinated Community Plan.

NAME _Sean Bloodsworth_____   SIGNATURE _____

TITLE: Deputy Director

CONTACT: 443-423-7973 or sean.bloodsworth@maryland.gov

Appendix I: Annualized Number Formula (18-24)

1. First, we calculated how many youth were served by HMIS participating agencies.

Average total number of unduplicated youth (including single adult and parenting youth) active in HMIS in across a three-year period (2017-2019).

**Annualized Number
Homeless: 616 + 65 = 681
Unstably Housed: 153**
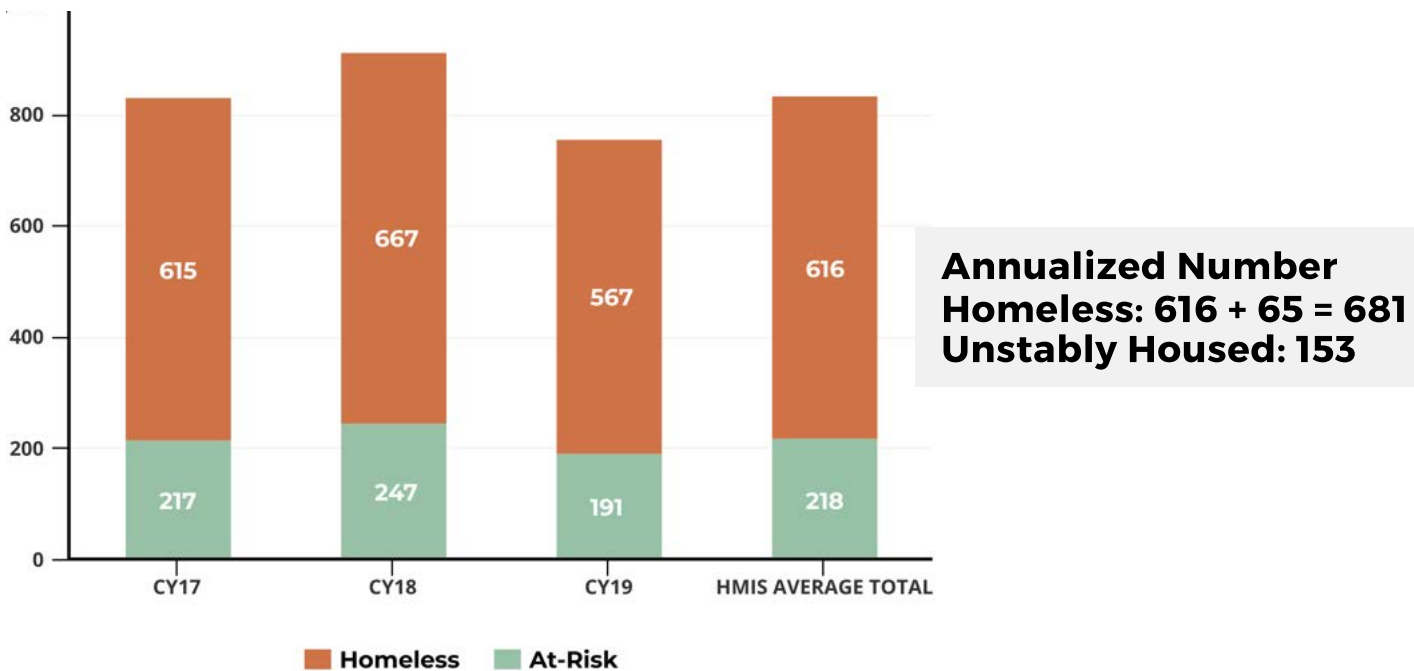
HMIS At-Risk

This includes youth and young adults with enrollments in drop-in center and eviction prevention with last residence status reported as housed. Based on YES' review of drop-in service case management notes, we anticipate that approximately 30% who do not meet the Category 1 definition at enrollment may experience a Category 1 episode of homelessness within the year. Therefore, 30% of this total number is included in the annualized number. 70% is added to the "Unstably Housed" number.

HMIS Homeless

This includes youth and young adults with enrollments in emergency shelter, street outreach, transitional housing, rapid rehousing and permanent supportive housing prior to placement, drop-in centers, and eviction prevention programs with last residence status reported as homeless.
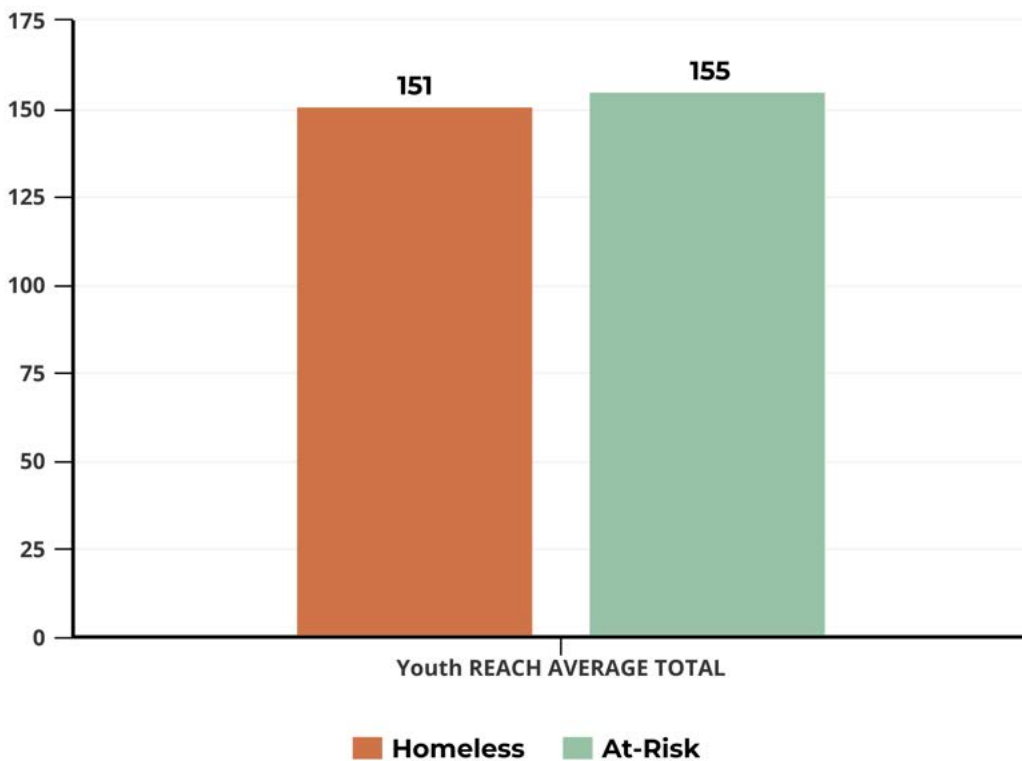
2. Second, we added the number of homeless youth not captured by HMIS but were surveyed during the Youth REACH MD Count.

Youth Reach Homeless

Youth and young adults surveyed who met the HUD definition of homelessness who were not also in HMIS. Numbers were calculated based on averages across the 2017 and 2018 Counts. Because raw survey data was not available, these numbers are estimates based on the overall proportions of minors and young adults who completed surveys.

Youth Reach At-Risk:

Youth and young adults surveyed who met the Youth REACH definition of homelessness who were not also in HMIS. Similarly, we anticipate that approximately 30% who do not meet the Category 1 definition during the survey period may experience an episode of homelessness within the year. Therefore, 30% of this total number is included in the annualized number. 70% is added to the "Unstably Housed" number. Because raw survey data was not available, these numbers are estimates based on the overall proportions of minors and young adults who completed surveys.

Annualized Number

Homeless: 681 + 151 + 46 = 858
Unstably Housed: 153 + 109 = 262

3. Third, we projected and estimated additional number of young people that we anticipate experience a high degree of housing instability, but who are not captured by HMIS or Youth REACH.

Based on the understanding that HMIS and Youth REACH survey data do not capture all youth and young adults, the University of Maryland created projections to indicate how much higher the number may be. This is a rough estimate without methodology tested in this environment, but provides some context for considering the larger scope of homelessness and housing instability. The baseline number used in this formula was the 50th percentile of the total projections for unstably housed youth and young adults. Ten percent of those base numbers have been added to the annualized number, and the remaining 90% have been added to the "Unstably Housed" number.

Youth REACH Projection
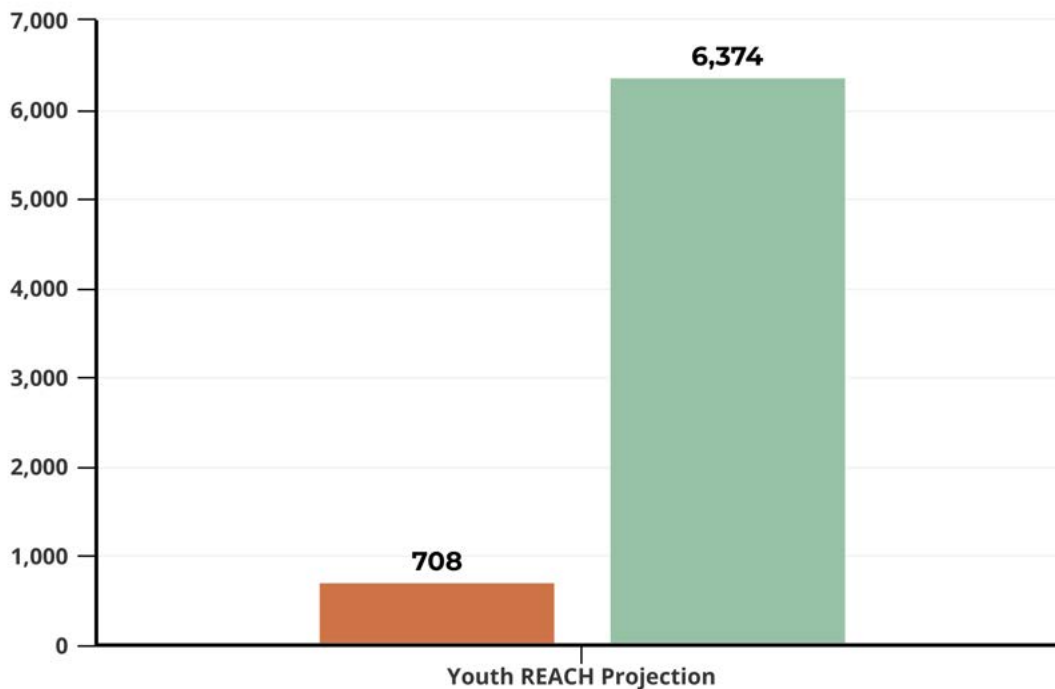
Annualized Number

Homeless: 878 + 708 = 1,586
Unstably Housed: 262+ 6374 = 6,636

4. Fourth, we estimated the number of youth served by non-HMIS participating homeless service agencies or other system partners.

Helping Up Mission was the only non-HMIS provider that submitted data. Helping Up Mission reported 55 males, ages 18-24 applied to their Spiritual Recovery Program in 2018 with the following housing statuses reported: 22% street homeless; 25% living with family or friends; and 53% in emergency shelter or transitional housing. All participants in 2018 who identified a location other than emergency shelter or transitional housing were included in the annualized number, and 25% of the remainder were also included.
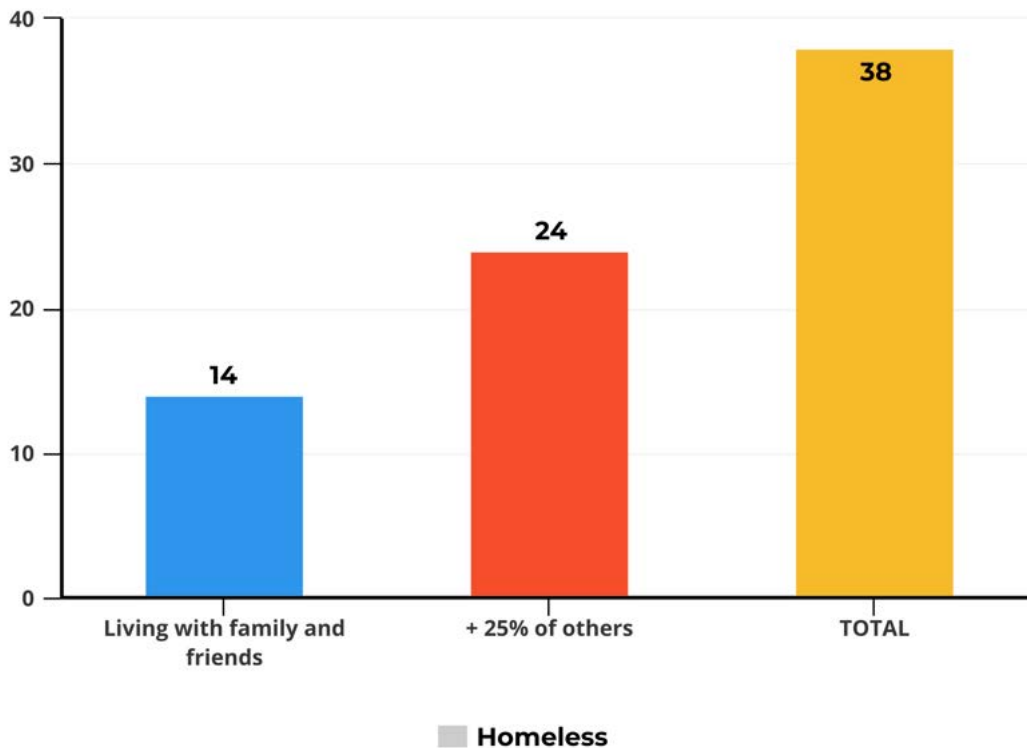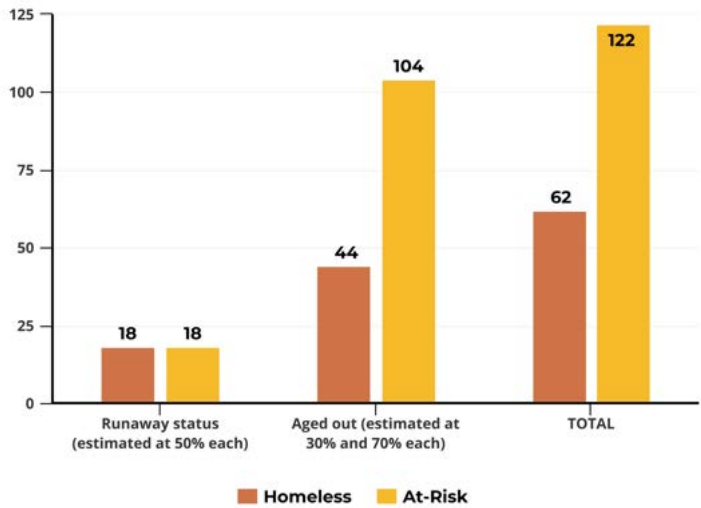

■ Homeless

Annualized Number

Homeless: 1,586 + 38 = 1,624
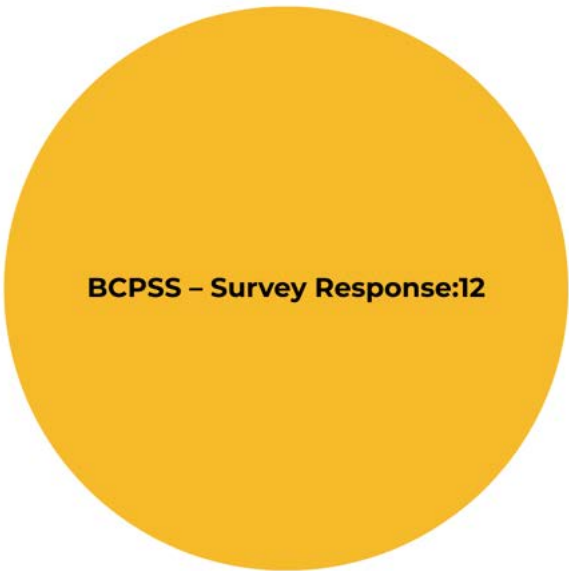**Unstably Housed: 6,636**

5. Fifth, we incorporated other system partner data from Baltimore City Public Schools and Department of Social Services.

The Department of Social Services provided data on youth and young adults who aged out of foster care (148) or were reported with a "runaway" status (36) in 2018. Fifty percent of those in runaway status were added to the annualized number and the remainder were placed in the "Unstably Housed" category. Thirty percent of those that aged out were placed in the annualized number (based on annual statistics) and the remainder were placed in the "Unstably Housed" category.

Annualized Number

Homeless: 1,624 + 62 = 1,686
Unstably Housed: 6,636 + 122 = 6,758

Baltimore City Public School data is based on the responses to a question from the 2018 Youth Risk Behavior Survey results conducted at Baltimore City high schools. The question states, "During the past 30 days, did you ever sleep away from your parents or guardians because you were kicked out, ran away, or were abandoned?" All students that answered "yes" were included in the annualized number.


BCPSS – Survey Response:12

Annualized Number

Homeless: 1,686 + 12 = 1,698
Unstably Housed: 6,758

Total Annualized Number (18-24)

Homeless: 1,698
Unstably Housed: 6,758

Appendix II: Annualized Number Formula (Under 18)

1. First, we calculated how many youth were served by HMIS participating agencies.

Average total number of unduplicated youth (including single adult and parenting youth) active in HMIS in across a three-year period (2017-2019).

Annualized Number

**Homeless: 37 + 8 = 45
Unstably Housed: 20**
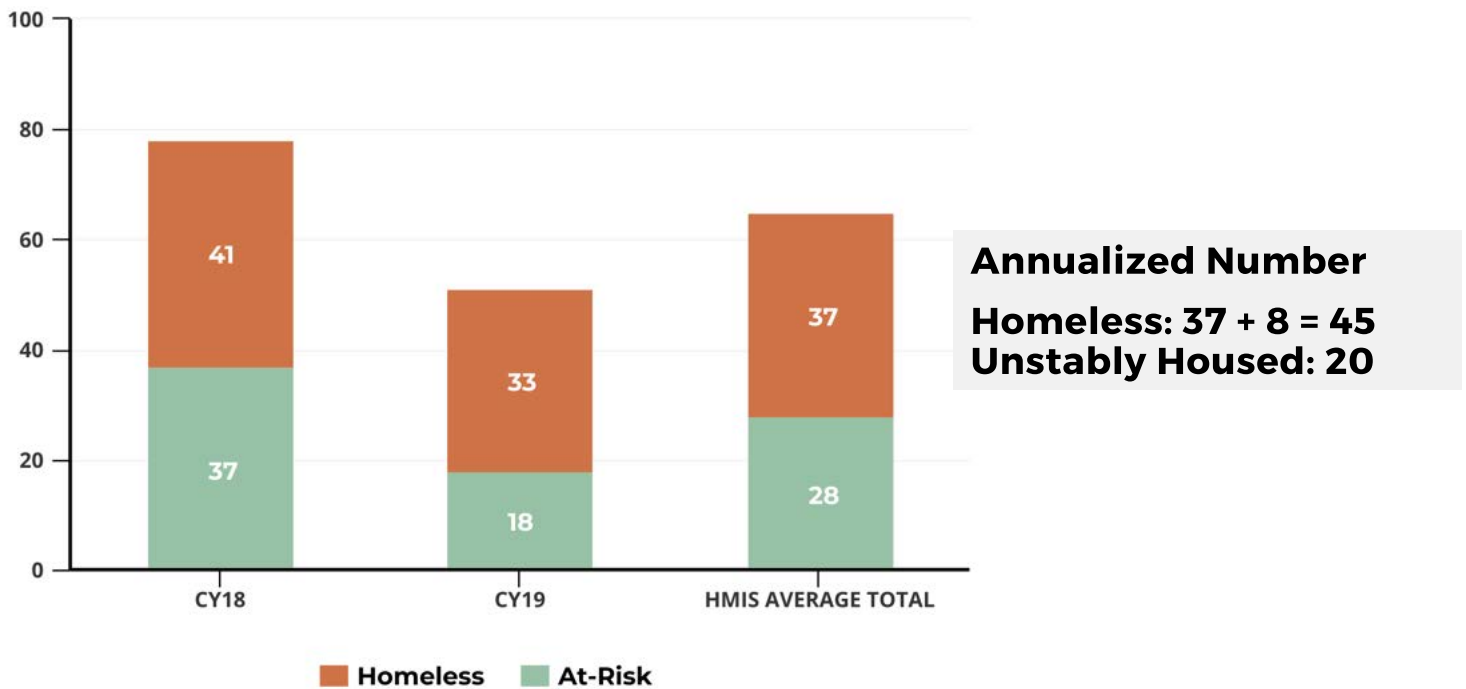
HMIS At-Risk

This includes youth and young adults with enrollments in drop-in center and eviction prevention with last residence status reported as as housed. Based on YES' review of drop-in service case management notes, we anticipate that approximately 30% who do not meet the Category 1 definition at enrollment may experience a Category 1 episode of homelessness within the year. Therefore, 30% of this total number is included in the annualized number. 70% is added to the "Unstably Housed" number.

HMIS Homeless

This includes youth and young adults with enrollments in emergency shelter, street outreach, transitional housing, rapid rehousing and permanent supportive housing prior to placement, drop-in centers, and eviction prevention programs with last residence status reported as homeless.
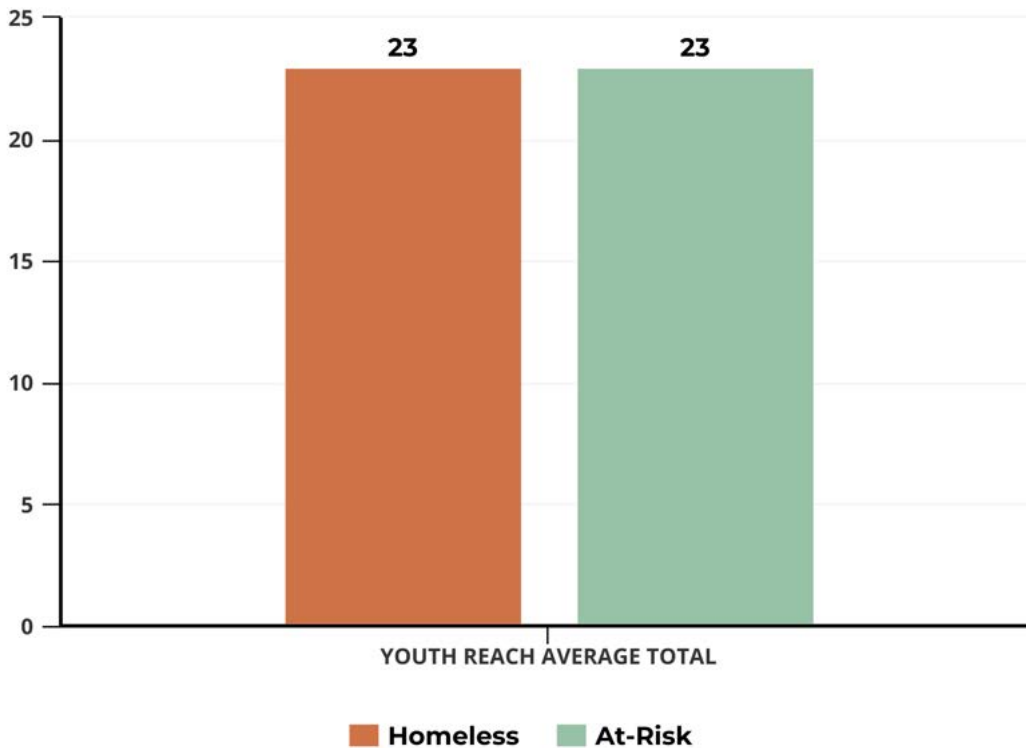
2. Second, we added the number of homeless youth not captured by HMIS but were surveyed during the Youth REACH MD Count.

Youth Reach At-Risk:

Youth and young adults surveyed who met the Youth REACH definition of homelessness who were not also in HMIS. Similarly, we anticipate that approximately 30% who do not meet the Category 1 definition during the survey period may experience an episode of homelessness within the year. Therefore, 30% of this total number is included in the annualized number. 70% is added to the "Unstably Housed" number. Because raw survey data was not available, these numbers are estimates based on the overall proportions of minors and young adults who completed surveys.

Youth Reach Homeless

Youth and young adults surveyed who met the HUD definition of homelessness who were not also in HMIS. Numbers were calculated based on averages across the 2017 and 2018 Counts. Because raw survey data was not available, these numbers are estimates based on the overall proportions of minors and young adults who completed surveys.

YOUTH REACH AVERAGE TOTAL

■ Homeless   ■ At-Risk

Annualized Number

Homeless: 45 + 23 + 7=75
Unstably Housed: 20 + 16 = 36

3. Third, we projected and estimated additional number of young people that
we anticipate experience a high degree of housing instability, but who are not
captured by HMIS or Youth REACH.

Based on the understanding that HMIS and Youth REACH survey data do not capture all youth
and young adults experiencing or at-risk of homelessness, the University of Maryland made
projections to indicate how much higher the numbers may be. Please note that this is a
rough estimate without methodology tested in this environment, but provides some context
for considering the larger scope of homelessness and housing instability. The baseline number
used in this formula was the 50th percentile of the total projections for unstably housed youth
and young adults. Ten percent of those base numbers have been added to the annualized
number, and the remaining 90% have been added to the "Unstably Housed" number.
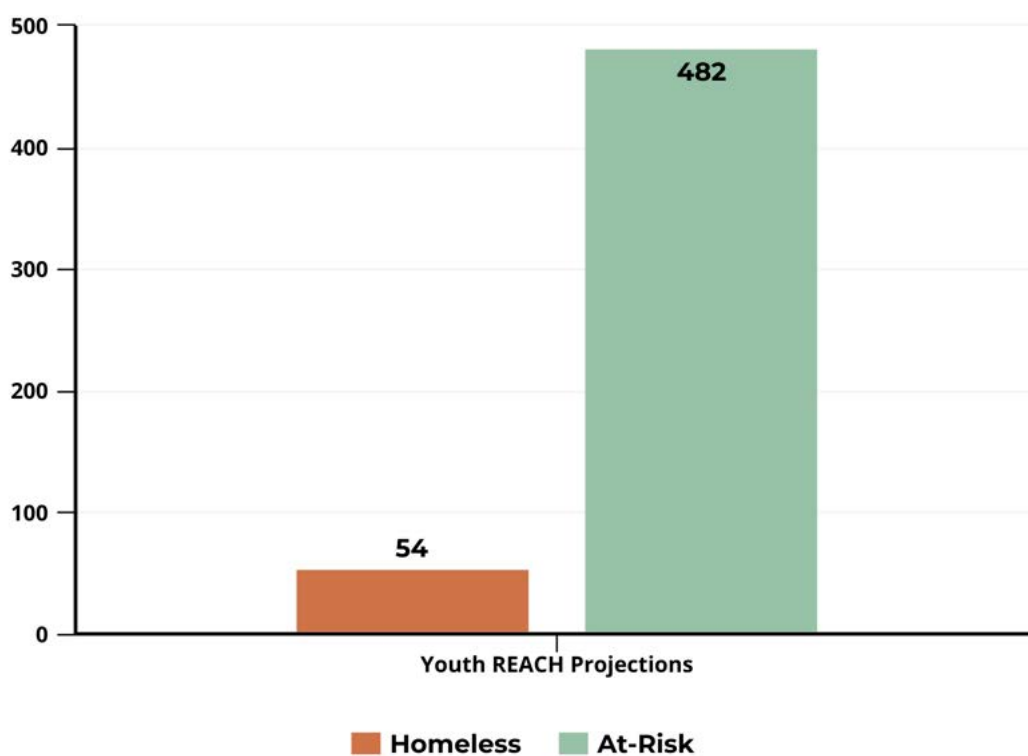
Annualized Number

Homeless: 75 + 54 = 129
Unstably Housed: 36+ 482 = 518

4. Fourth, we incorporated other system partner data from Baltimore City Public Schools and Department of Social Services.

The Department of Social Services provided data on youth who were reported with a "runaway" status (28) in 2018. Fifty percent of those in runaway status were added to the annualized number and the remainder were placed in the "Unstably Housed" category.
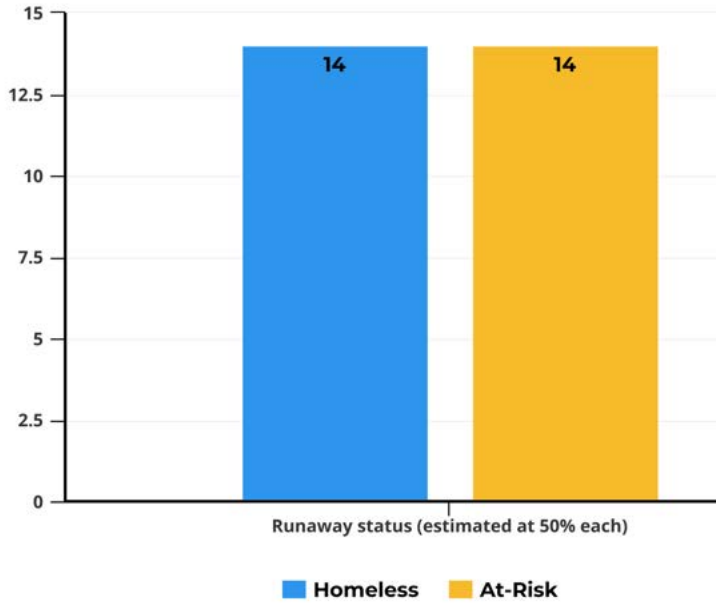
Annualized Number

Homeless: 129 + 14 = 143
Unstably Housed: 518 + 14 = 532

Baltimore City Public School data is based on the responses to a question from the 2018 Youth Risk Behavior Survey results conducted at Baltimore City high schools. The question states, "During the past 30 days, did you ever sleep away from your parents or guardians because you were kicked out, ran away, or were abandoned?" All students that answered "yes" were included in the annualized number.

BCPS-Survey Response: 85

Annualized Number

Homeless: 143 + 85 = 228
Unstably Housed: 532

Total Annualized Number (Under 18)

Homeless: 228
Unstably Housed: 532

Appendix III: Baltimore City Youth Action Board

Mission Statement

The Youth Action Board (YAB) is a youth-driven group that advocates for youth experiencing housing instability. The YAB believes that every youth should have equitable opportunities to housing, education, jobs, and therapeutic services through an individualized approach. The YAB strives to create permanent connections for youth with the goal of reducing housing instability.

Vision

The Baltimore City YAB visualizes a future of thriving youth with career opportunities and access to holistic, individualized care.

YAB Core Values

- Integrity
- Determination
- Wellness
- Anti-Racism
- LGBTQI Inclusive
- Anti-Judgmental
- Consistency

LGBTQI Inclusive

Anti-Racism

Wellness

Determination

Integrity

Anti-Judgmental

Consistency

Appendix IV: YHDP Planning Committee

The Committee has included participation from the following representatives:

- Annie E. Casey Foundation
- Baltimore City Department of Juvenile Services
- Baltimore City Department of Social Services
- Baltimore City Public Schools
- Behavioral Health System Baltimore
- Downtown Partnership of Baltimore
- Harry & Jeanette Weinberg Foundation
- Historic East Baltimore Community Action Coalition
- Homeless Persons Representation Project
- Loving Arms
- Mayor's Office of Employment Development
- Mayor's Office of Homeless Services
- Star Track (University of Maryland)
- St. Vincent de Paul of Baltimore
- Youth Empowered Society (YES)
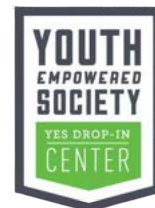
*Please note that a few organizations do not have logos

Appendix V: Continuum of Care Structure

CONTINUUM OF CARE

Continuum Board | People with Lived Experience of Homelessness | Organizations Serving Homeless Persons | Government Agencies | Advocates | Law Enforcement

Businesses | Faith-based Institutions | Education Systems | Health and Behavioral Health systems | Affordable Housing Developers | Funders | Other Organizations and Individuals Interested in Preventing & Ending Homelessness
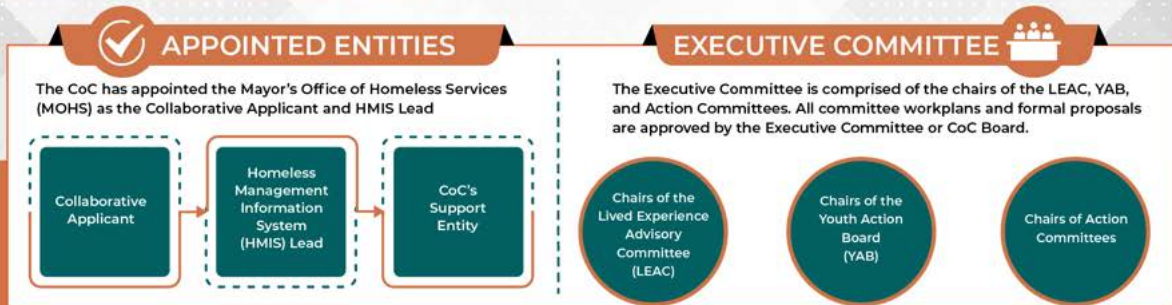
CONTINUUM BOARD

COMPRISED OF ELECTED AND APPOINTED POSITIONS

Nineteen – twenty-seven (19-27) Elected Seats (Voting Members)
- Six-Eight (6-8) Homeless or Formerly Homeless Individuals
- Four-Six (4-6) Homeless and At-Risk of Homeless Service Providers
- Four-Six (4-6) At-Large Representatives
- Four-Six (4-6) System Leaders
- One (1) City Representative, nominated by the Mayor

Named designees for up to nine (9)
Appointed Seats (Non-voting Members)
- Six (6) City Agency Representatives (appointed by Mayor)
- Three (3) Appointed Entities

APPOINTED ENTITIES

The CoC has appointed the Mayor's Office of Homeless Services (MOHS) as the Collaborative Applicant and HMIS Lead

Collaborative Applicant → Homeless Management Information System (HMIS) Lead → CoC's Support Entity

EXECUTIVE COMMITTEE

The Executive Committee is comprised of the chairs of the LEAC, YAB, and Action Committees. All committee workplans and formal proposals are approved by the Executive Committee or CoC Board.

- Chairs of the Lived Experience Advisory Committee (LEAC)
- Chairs of the Youth Action Board (YAB)
- Chairs of Action Committees

ACTION COMMITTEES

Led by a Board member with MOHS' staff support, Action Committees oversee the implementation of the five key strategy areas and their interventions through the development of a strategy-focused workplan that details measurable outcomes and clear deadlines

Affordable Housing | Homeless Response | Shelter Transformation | Employment & Income | Race Equity | Youth Homelessness

CAPACITY BUILDING COMMITTEES

Oversee core functions of the Continuum and develop the necessary capacity to execute the Action Plan on Homelessness

Governance | System & Data Performance | Resources Allocation | Resources Development

COMMUNITIES OF PRACTICE

MOHS convenes homeless service providers to implement professional development training, projects, system-level protocols, policies, and standards of care. While not formal committees of the Board, these provider-level groups inform and are informed by the Action Committees

Permanent Supportive Housing (PSH) | Rapid Rehousing (RH) | Shelter | Street Outreach | HMIS/ CA Users

Join the conversation online. #BmoreYHDP

@TJHBaltimore & @BaltimoreMOHS

@JourneyHomeBaltimore
@BaltimoreMOHS

@tjhbaltimore @baltimoremohs

Every young Baltimorean deserves to have a place to call home. Let's make it a reality.

THE JOURNEY HOME

MAYOR'S OFFICE OF HOMELESS SERVICES