



**BALTIMORE
SQUEEGEE COLLABORATIVE
WORKING ACTION PLAN**

Baltimore Squeegee Collaborative Table of Contents

Letter from Mayor Brandon M. Scott	<u>3</u>
Letter from the Collaborative Co-Chairs	<u>4</u>
Executive Summary & Recommendations	<u>5</u>
Background & Process	<u>8</u>
Boys & Young Men of Color: Historical Context	<u>9</u>
Values, Goals & Guiding Principles	<u>10</u>
The Squeegee Collaborative Process & Timeline	<u>11</u>
Community-Based Participatory Research Overview & Timeline	<u>12</u>
Recommendations	<u>13</u>
Support Services Overview	<u>14</u>
Delivering Support Services	<u>15</u>
Support Services Outcomes & Metrics	<u>16</u>
Accountability Recommendations	<u>18</u>
Accountability Strategy & Details	<u>19</u>
Accountability Metrics & Support	<u>20</u>
Disallowed Zones	<u>21</u>
The Squeegee Collaborative Governance	<u>22</u>
Boys and Young Men of Color (BYMOC) Initiative	<u>23</u>
Mayor’s Office of African American Male Engagement (MOAAME)	<u>24</u>
Next Steps	<u>25</u>
Acknowledgements	<u>26</u>



Letter from Mayor Brandon M. Scott

November 2022

Dear Baltimore,

As someone who is proud to have been born and raised in this great city, I know firsthand the challenges that are faced by boys and young men of color. I have seen the profound impact these challenges – as well as the choices made by youth – can have on individuals, their families and entire communities. There is no question that inequities, whether due to racial background or economic standing, have allowed for far too many of our neighbors to be marginalized and, in some cases, simply forgotten.

This is why I chose a career of public service and made prioritizing youth as a cornerstone of my administration's strategy to build a better Baltimore, the Baltimore that everyone deserves – regardless of their zip codes. And this is why I established the Squeegee Collaborative. This group was charged with developing a comprehensive approach to identifying the issues facing boys and young men of color as the public health matter that it is. This approach – the bringing together of corporate and community leaders with representatives of the very group we're trying to support – removes the silos that prevents productive collaboration and creates the opportunity for the open and honest dialogue that is necessary to properly address this matter and work on solutions to best meet the needs of the most vulnerable among us.

As I have said before, squeegee work is not new to us. This has been an issue that our city has been dealing with for decades. Yet this is the first time that such a collective effort has been made. Because of the thoughtful approach taken over the course of the last four months, we can understand the larger context and develop strategies and mechanisms to remove the barriers that have traditionally prevented boys and young men of color in our communities from reaching their full potential. This report provides insight into the work done and the strategies used to get here while establishing a framework for the work ahead. While we are excited about the future, we also realize that much more work remains to do. The challenges are vast and require the efforts of many. Still, I believe our unified approach and joint commitment to serving others will yield results that positively impact the lives of boys and young men of color throughout the City of Baltimore.

In Service,

Brandon M. Scott
Mayor, City of Baltimore



Letter from Collaborative Co-Chairs

November 2022

Dear Baltimore,

Over the past several months, the Squeegee Collaborative brought together a cross-section of the Baltimore community to develop a city-wide, public private, and community-based response to the challenges and opportunities squeegeeing presents to our city. With more than 150 representatives from community, nonprofit and faith-based organizations; the business community; government; academia and the squeegee workers themselves, this is the first time that such a broad coalition formed to tackle this long-standing issue.

Resolving squeegeeing in a way that is humane and centers our values as a collaborative and as a city was a top priority. That's why throughout the process to-date, the Squeegee Collaborative focused on ensuring that a comprehensive services and outreach strategy, accountability and enforcement and effective governance, operations and measurement were all part of the approach.

While the conversations were difficult at times, our common purpose and thoughtful approach guided us to the sustainable solutions and robust set of recommendations outlined in this working action plan, one that balances a strong desire to create better opportunities for young men and women who squeegee with the need to also address safety concerns for everyone. Many of these measures and bold ideas have never been tried before or in such a coordinated way, and we are confident that they will enable us to achieve our goal of eliminating the root challenges that cause squeegeeing to take place.

We are excited about the path forward and know that the phased approach to implementation means our work is not done. Achieving success over time will only happen with the continued shared commitment of the entire community. We encourage you to stay engaged, follow our progress and support our efforts as we work to address the challenges and positively impact the lives of all segments of our community, most importantly our youth and young adults.

Sincerely,

Faith Leach, Deputy Mayor, Equity, Health and Human Services
Joseph T. Jones, President & CEO, Center for Urban Families
John Brothers, President, T. Rowe Price Foundation
Davion Hodges, Member, Squeegee Workers Leadership Team

Executive Summary

Dating back as early as the 1980's, Baltimore has grappled with a persistent challenge with youth panhandling – notably, squeegee workers who dart across high traffic intersections washing windshields to earn money. Over the past 40 years, the City has developed multiple plans and deployed a series of strategies aimed at curbing the activity – yet it still persists.

On July 14, 2022, Mayor Brandon Scott convened the ‘Squeegee Collaborative’ (the Collaborative) – a cross-section of youth, business, community and government leaders to develop a city-wide, public, private and community-based response to the challenges and opportunities squeegeeing presents to the City of Baltimore.

The Collaborative spent significant time reviewing past plans and learning from the successes and failures of previous efforts. While these plans established much-needed infrastructure for outreach to squeegee workers and developed a model for case management, unfortunately implementation challenges – fueled by a lack of proper evaluation, inadequate resources, changes in city leadership and limited to no enforcement – resulted in the efforts having only a moderate impact on the issue.

Meeting weekly, with an eye towards getting to the root causes that drive young people to corners, the collaborative met with nonprofit providers, legal experts, racial equity leaders, squeegee workers and leaders from the City of Atlanta, who are grappling with their own youth panhandling challenge. The Collaborative developed a series of recommendations across a set of key domains:



Executive Summary

The goal of the Squeegee Collaborative is to eliminate the need to squeegee in Baltimore by creating positive pathways to work, education, entrepreneurship and support services for squeegee workers, while providing enforcement that considers the public safety interests of squeegee workers and motorists.

Support Services

Recommendation 1:

Establish a network of providers across key service areas with deep knowledge and experience working with boys and young men of color, young women, and gender non-conforming youth.

Recommendation 2:

Hire and train service Navigators and/or credible mentors to provide intense case management and guidance to squeegee youth navigating both city services and services offered by the network of providers.

Recommendation 3:

Connect squeegee workers with workforce opportunities, including work readiness programs, training and full-time employment, by leveraging opportunities in our local business community, HIRE-Up and other subsidized employment programs.

Recommendation 4:

Partner with local businesses and nonprofit organizations that provide training to further refine the entrepreneurial skills of squeegee workers and launch a fund to seed successful business ideas.

Recommendation 5:

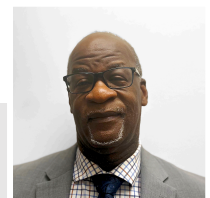
Provide youth access to socio-emotional, behavioral health and substance use disorder support.

Recommendation 6:

Incentivize squeegee workers to participate in workforce, education and entrepreneurship training by providing additional financial support for up to one year. Squeegee workers would be required to commit to no longer participating in squeegee activity and participating in service offerings.

Recommendation 7:

Partner with the Baltimore Police Department (BPD) to deploy police cadets during their training phase to corners where workers squeegee to engage and educate them on available services and supports.



The goal is to inspire our youth with hope, resources and a vision of a better future.”

Dr. Roger Shaw

Executive Director of Reengagement,
Baltimore City Public Schools

Executive Summary

Accountability

Recommendation 1:

Disallow panhandling and solicitation in a set of high traffic zones based on data, including traffic accidents and calls for service.

Recommendation 2:

Work with the Squeegee Workers Leadership Team to develop a code of conduct for Self-Regulation, as well as a set of consequences for breaking the code.

Recommendation 3:

Deploy outreach workers through Baltimore City School's Reengagement Center to connect with youth during school hours.

Recommendation 4:

Institute actions for drivers that disrupt traffic when engaging with panhandlers and solicitors in disallowed locations.

Recommendation 5:

Continue enforcement with respect to criminal activity, including but not limited to acts of theft, vandalism and malicious destruction of property.

Recommendation 6:

Educate motorists and squeegee workers on the accountability framework through a public awareness campaign.

Governance, Data & Measurement

Recommendation 1:

Formalize the Squeegee Collaborative as a subgroup within the governance of the Boys and Young Men of Color (BYMOC) initiative. The Collaborative's leadership team will include the squeegee workers, government, nonprofit and private representatives.

Recommendation 2:

Work with the business community through Civic Innovators – a public private partnership program – to conduct an evaluation of the organizational structure and capacity of the Mayor's Office of African American Male Engagement (MOAAME) (the lead service provider for the squeegee initiative).

Recommendation 3

Implement a comprehensive development plan that will secure and align short-term and long-term resources from public, nonprofit and private entities. This will include obtaining new resources from business, foundations, and individual donors.

Recommendation 4:

Develop a public-facing squeegee dashboard to monitor, track and report on the progress of key Squeegee Collaborative initiatives.

Recommendation 5:

Through an identified evaluation partner, work with the Collaborative and service providers to develop performance metrics, case-management tracking tools and to conduct an evaluation of the impact of the Squeegee Collaborative's programming and accountability efforts.

Following intense review and analysis of local ordinances related to solicitation, and obstruction of traffic, city legal officials determined that - while, panhandling, squeegeeing and solicitation are protected practices under the first amendment - the city is able to disallow the practice in specific locations as long as the strategy is narrowly tailored to public safety and allows alternative avenues for individuals to practice their first amendment rights.



**BALTIMORE
SQUEEGEE COLLABORATIVE
BACKGROUND & PROCESS**

Boys & Young Men Of Color Historical Context

Experience and History of Boys and Young Men of Color

Squeegee workers have been part of the fabric of Baltimore since at least the 1980's. It is impossible to look at "squeegeeing" outside of the full context of the systemic issues that force young people (primarily boys and young men) on to street corners to try to make money. In fact, structural racism guarantees a life of disparities for boys and young men of color.

In Baltimore, those disparities start as early as pre-k, with two-thirds of Black boys entering kindergarten unprepared. Those disparities continue throughout school and adolescence—and long into adulthood:



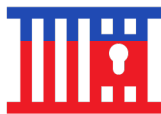
1/3 Black male high school students do not graduate



Unemployment is 17% for Black males vs. 4% for white males



94% of males entering the juvenile justice system are Black



77% of incarcerated youth are Black



Nearly 1/2 of homicide victims are Black males



15% of individuals serving life sentences in MD were convicted before 18

Squeegeeing in Baltimore is part of a larger systemic failure to address poverty in our city, stemming from redlining and other engineered racist policies enacted in the early 19th Century throughout urban communities. In fact, Baltimore is known as the birthplace of redlining, as 26 years before the first Federal policies made it legal to deny Blacks the opportunity to live in specific neighborhoods, Baltimore passed Ordinance 610 in 1911. This ordinance created densely populated, underfunded and underdeveloped communities of Black people and 100 years later, the effects of this redlining are still very present.

Today, Baltimore City zip codes with neighborhoods engineered by Ordinance 610 have the lowest median income, highest concentrations of unemployment, lowest performing schools and highest rates of crime. Moreover, city data indicates that the majority of squeegee workers are from these communities, with the largest concentration of individuals who squeegee coming from zip codes 21215 and 21217.

Coping with the impact of poverty engineered by structural racism drives youth, predominately boys and young men of color, in Baltimore to find creative ways to make money, which often involves squeegeeing.

Values, Goals and Guiding Principles

The goal of the Squeegee Collaborative is to eliminate the need to squeegee in Baltimore by creating positive pathways to work, education, entrepreneurship and support services for squeegee workers, while providing enforcement that considers the public safety interests of squeegee workers and motorists.

Tasked with tackling the complex issue of squeegeeing – a challenge that sits at the intersection of race and poverty – the Squeegee Collaborative established a set of values and principles to guide our work. These five values are woven throughout this plan and are meant to serve as our Collaborative’s north star.



The Collaborative’s approach was rooted in equity with the following objectives:

- 1 Tackle the systems that contribute to the challenges faced by squeegee workers.
- 2 Address the safety of squeegee workers and motorists.
- 3 Bring together squeegee workers and the community to adopt a final set of recommendations to address the challenges and opportunities squeegeeing presents.

Process & Timeline

The Squeegee Collaborative, which included more than 150 leaders from the public, private and philanthropic sectors, as well as volunteer organizations and youth, convened weekly between July 2022 and November 2022. The meetings focused on a variety of topics including the services needed to support squeegee workers, resources to sustain the services, accountability for squeegee workers and motorists, communication and implementation.

A brief description of each activity/approach from the Collaborative's weekly work is provided below:

Reviewing Successful Community Models

During each Collaborative meeting, the group heard from nonprofit, business and community leaders with successful youth development, and/or governance models. Successful models ranged from B-More for Healthy Babies to the Revival Hotel's employment program and More than a Shop. The Collaborative spent significant time digging into the current program model at MOAAME, dissecting areas for improvement and lifting up successful programmatic elements that require additional resources to scale.

Expert Legal Panel

Legal experts from across government, private and the nonprofit legal sector shared their expertise on the constitutionality of panhandling, aggressive panhandling and squeegeeing with the Collaborative.

Reviewing Past Plans

The Collaborative reviewed six prior squeegee plans, as well as articles and news reports dating back to the early 1980's. The plans revealed what we already knew: the solution to this issue is complex and requires flexibility and creativity to solve, and the solutions must be able to transcend administrations.

Peer Research/Comparative Analysis

The Collaborative co-chairs met with leaders from the City of Atlanta with support from experts from New York to understand the challenges Atlanta is facing with youth panhandling today. Atlanta's approach, which focuses on summer youth employment and a year-round youth entrepreneurship model, is centered around service delivery and skills development instead of more punitive tactics.

Community Engagement

On September 13, 2022, the Collaborative hosted a community engagement session at New Shiloh Baptist Church, attended by more than 200 residents, Collaborative members and squeegee workers. Media was invited to the community engagement session, but recording was not permitted to protect the privacy of attendees, squeegee workers and minors. Additionally, the Squeegee Collaborative launched a [website](#) with a form for residents to share their ideas and a toolkit for community members to host their own conversations.

Developing Recommendations

After the larger Squeegee Collaborative sessions concluded, a smaller group met over a period of four weeks to synthesize feedback and develop a series of recommendations for the working implementation plan.

Community-Based Participatory Research

Throughout this process, the Squeegee Collaborative engaged in thoughtful community-based research that supported the development of the implementation plan.

JULY

In late July, under the leadership of Dr. Kyla Liggett-Creel (University of Maryland School of Social Work), the Squeegee Collaborative met with squeegee workers and asked them to create a survey that would help others learn about squeegee workers.

Once the survey was finalized, squeegee workers collected 31 surveys.

AUGUST

On August 18, 2022, a focus group was held with 16 squeegee workers and HeartSmiles Youth Leaders, that led to the formation of a Squeegee Workers Leadership Team.

Between August 19 and 22, 2022, the Squeegee Workers Leadership Team, a group of informal squeegee worker leaders, met with youth leaders and University of Maryland-Baltimore faculty.

On August 23, 2022, the Squeegee Workers Leadership Team presented findings from their research to the Squeegee Collaborative and answered questions from members.

SEPTEMBER

On September 6, 2022, representatives from the Squeegee Workers Leadership Team participated in a panel discussion where they spoke about the experience and recommendations of squeegee workers.

OCTOBER

On October 19, 2022, the Squeegee Workers Leadership Team met with youth leaders and University of Maryland-Baltimore faculty to review the draft implementation plan and provide feedback.

On October 25, 2022, the Squeegee Workers Leadership Team attended the small group planning committee meeting and offered additional feedback on the draft plan.





**BALTIMORE
SQUEEGEE COLLABORATIVE
RECOMMENDATIONS**

Support Services Overview

Faced with navigating broken support systems, squeegee workers face numerous challenges that drive them to corners. The Squeegee Workers Leadership Team and the Collaborative identified challenges ranging from recreation, workforce development, entrepreneurship, education, etc. These key service areas were combined into a core 'service wheel' that the Collaborative used to develop a key set of services recommendations.



Delivering Support Services

The Collaborative developed a comprehensive care coordination model anchored by Navigators who connect youth to pre-identified service providers and manage their progress throughout the program. These Navigators serve as case managers and most importantly, credible mentors for squeegee workers.



Step 1: Connecting to a Navigator

Navigators or credible mentors will engage with youth on the corners where they squeegee, connecting them with service providers and key programs.

- Connect to employment, training and/or entrepreneurship
- Enroll in education
- Register for SHINE – a donation platform for youth to raise money for their goals
- Act as credible mentor / case manager
- Connect to other care services



Step 2: Coordinating the Care

Once connected to services through the Navigator, providers will aid squeegee workers with their specific goals, regularly checking in with the Navigator and with other providers engaged with the squeegee worker. Providers will meet at least monthly to conduct case conferencing and report on progress.



Step 3: Ongoing Support

Following initial care coordination, the Navigator serves as an ongoing credible mentor, continues case management, updates information/referrals, manages the service wheel providers, and evaluates the squeegee workers' progress.



SHINE is a crowd funding platform designed to connect Baltimore area donors to squeegee workers in order to fund specific goals that need financial support. The platform is managed by the Baltimore Civic Fund, in partnership with the Mayor's Office on African American Male Engagement (MOAAME). Donors have the option to support a specific young person and to interact with them as they make progress toward their goals.

T. Rowe Price and Baltimore Corps began developing SHINE in 2020. To learn more about SHINE and to support a campaign, please visit:

bmoreshine.org

Support Services Outcomes & Performance

Outcome Areas

1

Facilitating a trusted intake process that enrolls squeegee workers in a range of services.

Performance Measures

- Number of young people who have initiated an intake, assessment and case management process
- Number of young people enrolled in income replacing efforts
- From intake and initial assessment, number of initial referrals to identified service providers
- From initial referral, number of service providers who have accepted young people into services

2

Young people are receiving services from providers that result in tangible gains.

Performance Measures

- Number of young people successfully referred to a provider and complete an initial intake
- Number of young people in meaningful employment
- Number of young people reengaged in educational opportunities
- Number of entrepreneurial engagements
- Number of young people in after-school activities
- Number of young people receiving counseling or other mental health and/or substance abuse services

Support Services Outcomes & Performance

Outcome Areas

3 Utilize existing resources to assist young people on an ongoing basis.

Performance Measures

- The City will find existing resources within its own infrastructure to support initiative over the long-term
- The City will use MOAMME as a central coordinating body, working to build its capacity over time
- Against all areas of the service wheel, existing nonprofit providers will absorb referred young people into existing service efforts
- When a new service need emerges, nonprofit providers will work with MOAAME to provide assistance
- The business community will use resources to aid efforts, including workforce development and assisting MOAMME
- Philanthropic community will assist in helping with the initial budget costs as the city builds its apparatus toward long-term support

Introducing Civic Innovators – Public/Private Partnership

Civic Innovators is a collaborative program leveraging business partners to solve specific challenges in Baltimore City. Partnering with city agencies, pro bono business volunteers apply their technical knowledge on strategic projects to help design more innovative solutions to critical issues.

City agencies often have insufficient capacity and resources to take on important projects that could have a dramatic impact on the economy and health of our city. However, businesses are uniquely positioned to fill this gap by contributing the technical expertise of their employees to respond to city challenges. Civic Innovators will be working with the Mayor's Office on African American Male Engagement (MOAAME) as they work to achieve long-term success in implementing the plan developed by the Squeegee Collaborative.

Civic Innovators was created in 2019 by T. Rowe Price and Baltimore Corps and has included partnerships with nearly two dozen local companies since that time. For more information on Civic Innovators, please visit:

baltimorecorps.org/civic-innovators

Accountability Recommendations

In 2021, My Brothers Keeper Baltimore released a report on [The Expensive Cost of Incarcerating Baltimore Youth](#). The report makes it undeniably clear that arresting and incarcerating youth is an ineffective response to individuals being birthed into pervasive poverty. It also highlights under-resourced solutions such as diversions, employment, entrepreneurship, and education as the right pathway forward.

As a result, the accountability framework considers best practices while considering the public safety interests of youth and motorists across five key areas:



Doubling-Down on Education

According to Maryland state law, all children that live in the state are required to attend school if they are between the ages of five and 18. School-aged squeegee workers that work during school hours are not only in violation of this law, but they are missing out on crucial learning that will set them back academically. As such, City Schools will increase support to school-aged youth who squeegee by:

- Deploying a team of four outreach workers—assigned to each quadrant of the city during school hours to reengage squeegee workers and get them back to the classroom.
- Outreach workers will transport receptive squeegee workers to the Reengagement Center to reconnect them to school.
- City Schools will periodically connect their student data with the data on squeegee workers (collected by the Navigators employed by MOAAME) to monitor progress and ensure more youth are attending school regularly.



Accountability Strategy and Details

Recommendation	Strategy
Self-Regulation	Self-regulation and establishment of an agreed upon/signed code of conduct
School-aged Youth	Implement City School's reengagement protocol for school-aged squeegee workers
Driver Accountability	Institute actions for drivers who disrupt traffic when engaging with panhandlers and solicitors in disallowed locations
Disallowed Zones	Disallow panhandling and solicitation in a set of high traffic zones based on data, including traffic accidents and calls for service
Criminal Activity	Continue enforcement with respect to criminal activity, including but not limited to acts of theft, vandalism, malicious destruction of property, etc.

Recommendation	Details
Self-Regulation	<ul style="list-style-type: none"> • Squeegee Workers Leadership structure – sub-committee of BYMOC • Training and guidance • Consultation from other sectors on charter
School-aged Youth	<ul style="list-style-type: none"> • Public School Involvement • Services: Over-index on an identified set of services and programs, as well as offer alternative opportunities for youth
Driver Accountability	<ul style="list-style-type: none"> • 311 call center – activates MOAAME engagement • SHINE donation platform as donor alternative • Public education communication strategies
Disallowed Zones	<ul style="list-style-type: none"> • Police issue two warnings (and a referral to services) before issuing citation • Diversion/Services: Over-index on an identified set of services and programs; as well as offer alternative opportunities for youth
Criminal Activity	<ul style="list-style-type: none"> • Public safety presence in areas where reported criminal activity is highest • Pre-arrest Diversion/Services

Accountability Metrics & and Support

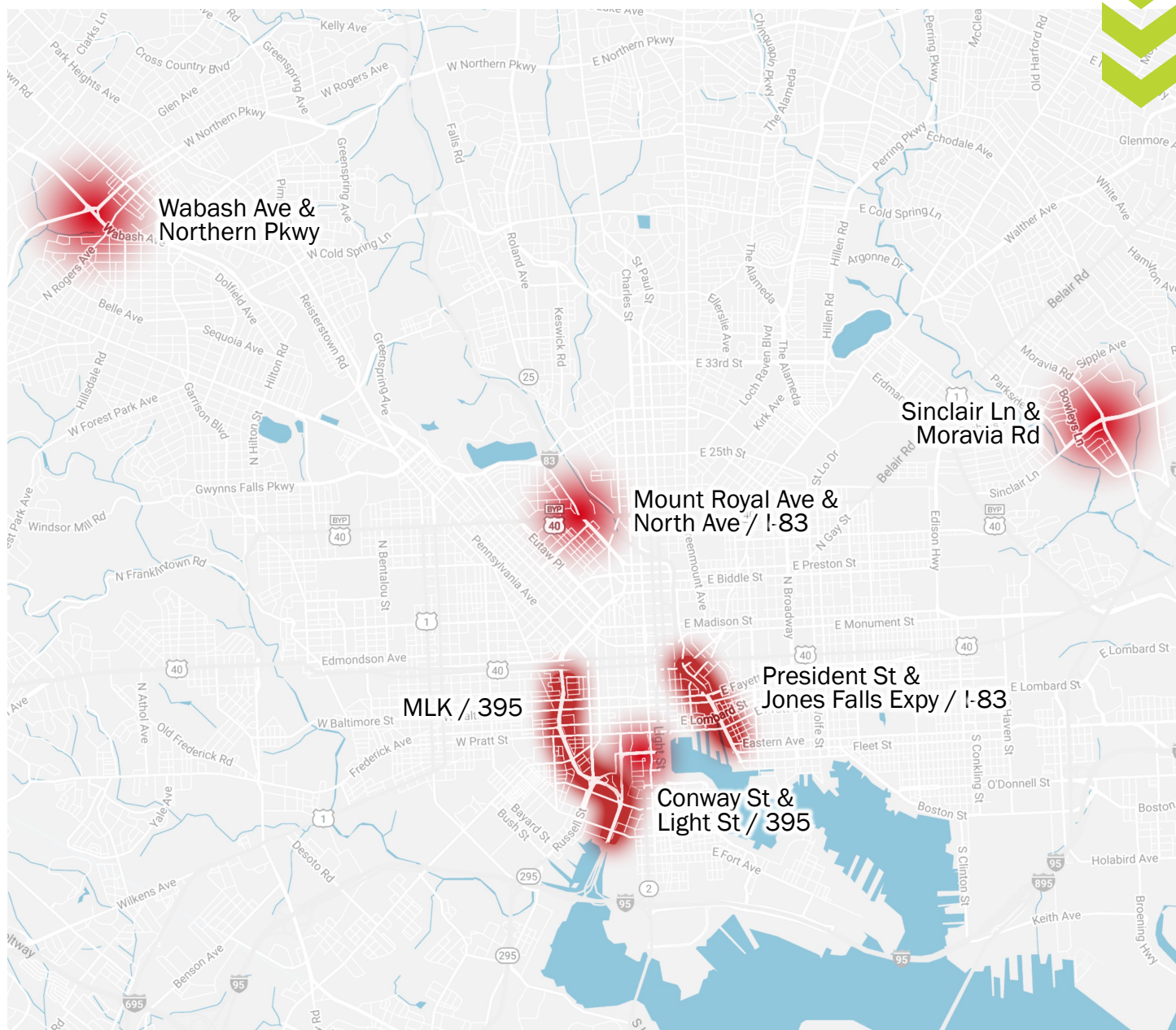
Recommendation	Metrics
Self-Regulation	<ul style="list-style-type: none"> Number of negative behaviors addressed by squeegee workers using new charter
School-aged Youth	<ul style="list-style-type: none"> Number of former squeegee workers now reengaged in educational opportunities
Driver Accountability	<ul style="list-style-type: none"> Number of drivers engaging with squeegee workers in disallowed zones Number of donations invested in squeegee workers using the SHINE platform
Disallowed Zones	<ul style="list-style-type: none"> Number of reports of squeegee activity in disallowed zones
Criminal Activity	<ul style="list-style-type: none"> Number of reports of criminal activity

Recommendation	Support
Self-Regulation	Development of the code of conduct is facilitated through MOAAME in partnership with both nonprofit and business partners
School-aged Youth	Facilitated through Baltimore City Public Schools
Driver Accountability	Business community support, as well as donors in the region
Disallowed Zones	Philanthropic and corporate support for outreach workers
Criminal Activity	Corporate support for assisting with enforcement tactics in specific locations

Squeegee Map Disallowed Zones

The Collaborative selected six pilot zones to disallow panhandling and solicitation activity based on traffic data, accidents, 311/911 calls, reported incidents and community feedback.

These locations will be monitored by a quick response team to ensure no squeegeeing activity continues and to connect youth in these zones with services as quickly as possible. Our priority is safety for both youth and motorists.



Squeegee Collaborative Governance



The strength of the collaborative is the breadth of voices working together to provide an off-ramp for people who squeegee that considers services and enforcement.”

Shelonda Stokes

CEO & President, Downtown Partnership of Baltimore



This was not easy by any stretch of the imagination, but we fought together to produce a plan that we can all be proud of because our young people are worth it.”

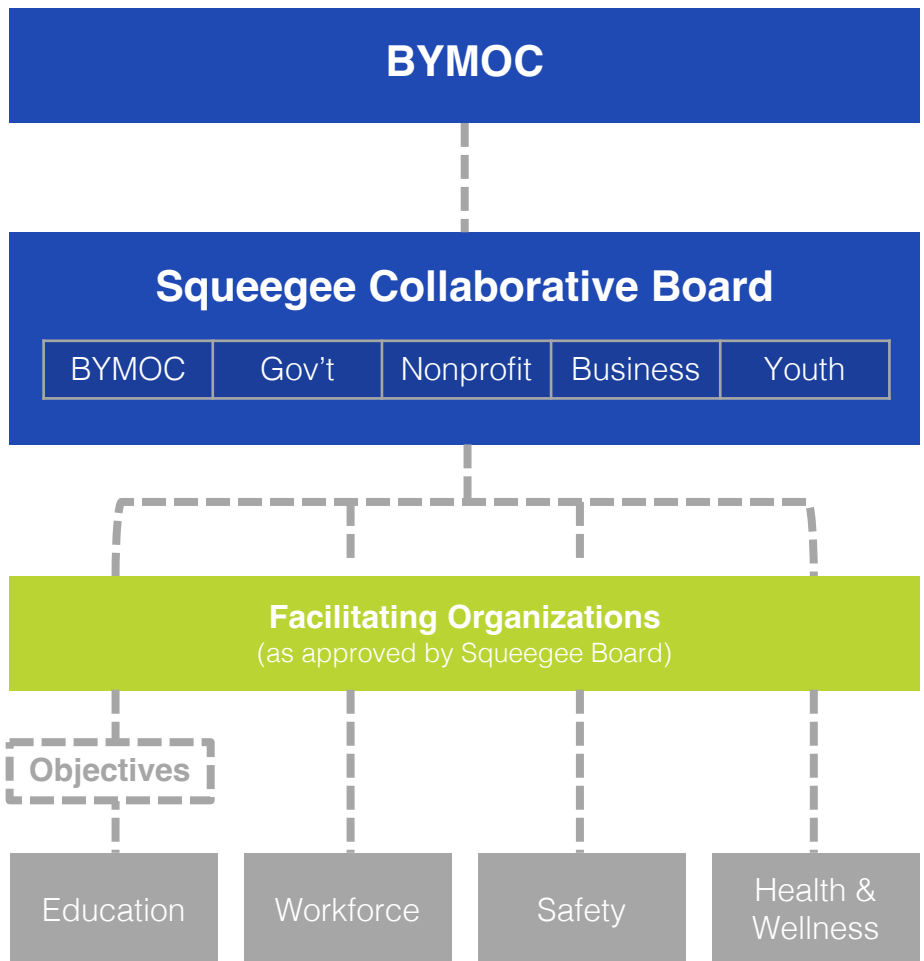
Damion Cooper

Executive Director, Project Pneuma

The Squeegee Collaborative will function as a formalized subgroup within the governance of the BYMOC initiative. The leadership team will include the squeegee workers, government, nonprofit and private representatives.

The Squeegee Collaborative will partner with organizations with a proven track record of supporting the cultural recovery and successful socialization of black boys, and in certain cases young women, into adulthood.

The Collaborative’s efforts will serve as a model that can be shifted to address other challenges faced by BYMOC in Baltimore.



Flow Chart 1: Governance Structure

Boys and Young Men of Color Introduction & Theory of Change

Mayor Scott launched the Boys and Young Men of Color (BYMOC) Cabinet and charged the group with producing a comprehensive “BYMOC Agenda” to support BYMOC between the ages of 14-24.

The BYMOC Agenda uplifts existing assets that effectively and efficiently serve BYMOC, while identifying new strategies to improve service coordination and delivery for BYMOC. The Agenda also lays out a theory of change centered in cultural recovery and systems change.

The Squeegee Collaborative will become a subset of the broader BYMOC initiative, with the work becoming a pilot to expand upon past squeegee workers to help the broader community.

THEORY OF CHANGE

ASSERTION

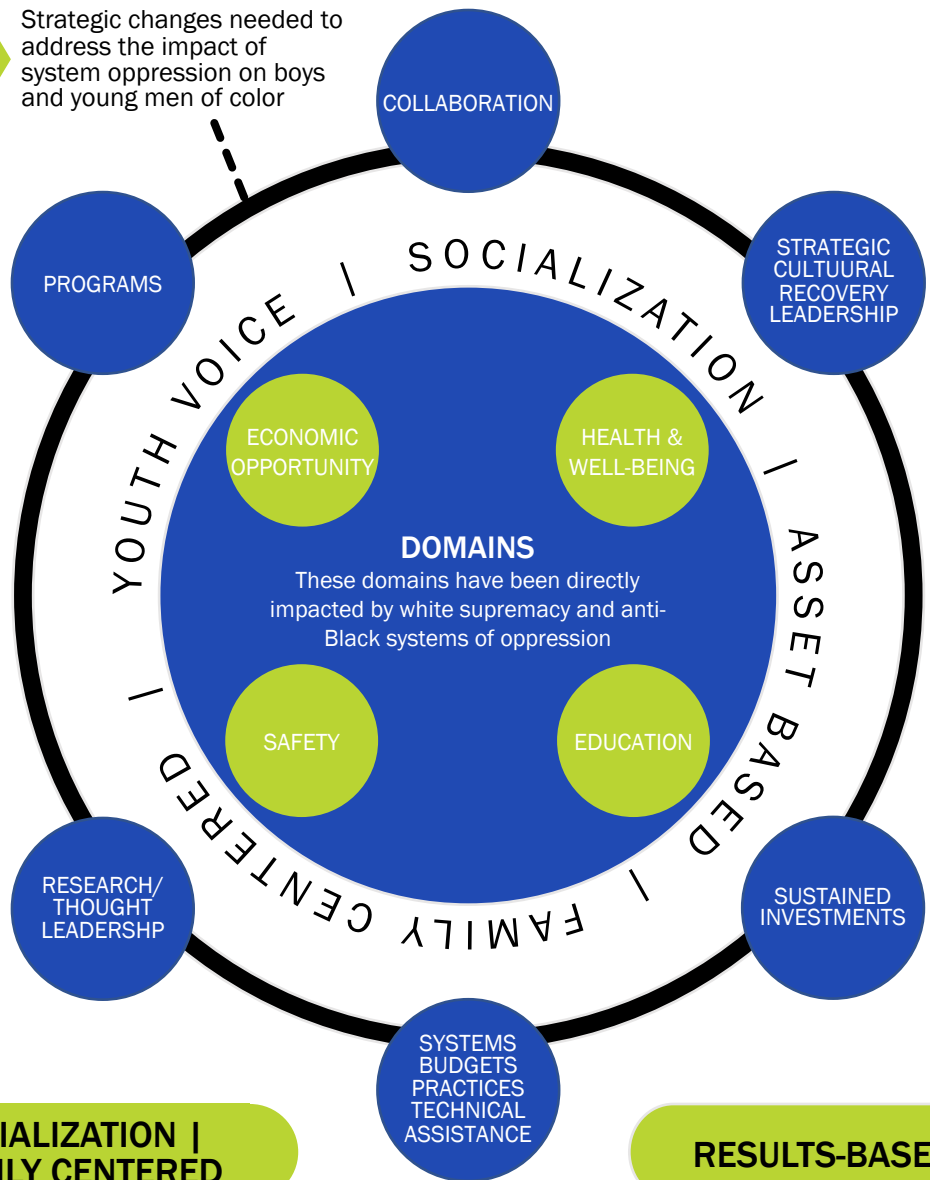
People of African descent, as well as indigenous communities, have historically developed and implemented effective and healthy methods to socialize boys/children into adulthood.

However, these methodologies have been marginalized by mainstream systems of human and youth services.

In order to effectively address the challenges facing boys and young men of color, we need to develop programming and systems of youth services rooted in cultural recovery.

These tenets are woven throughout domains and strategic change

Strategic changes needed to address the impact of system oppression on boys and young men of color



YOUTH VOICE | SOCIALIZATION |
ASSET BASED | FAMILY CENTERED

RESULTS-BASED

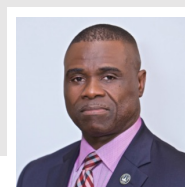
Mayor's Office of African American Male Engagement

The Mayor's Office of African American Male Engagement (MOAAME) was established in early 2018. MOAAME coordinates sustained programming that proactively advances the educational and socioeconomic development of disconnected boys, youth, and young men, including those who panhandle ("squeegee" youth in the City of Baltimore). Additionally, MOAAME partners with organizations whose mission it is to strengthen Boys and Young Men of Color. To achieve these goals, intensive case management, consistent engagement, and guidance/ access to financial resources will be established on behalf of boys, youth, and young men of color.

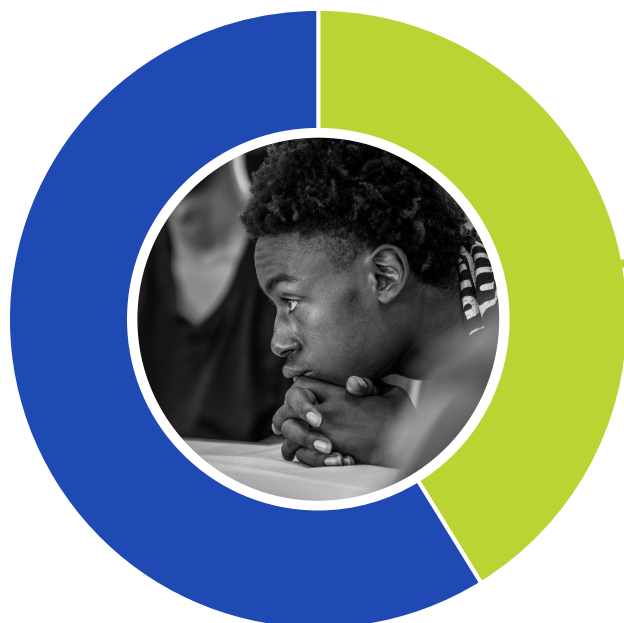
MOAAME will lead the care coordination effort with expanded capacity supported by the Squeegee Collaborative and the network of businesses, nonprofits, and government in Baltimore.



Building quality connected relationships with with young people is essential to influencing their hearts and minds towards positive pathways forward"



Dr. Andrey Bundley
Director, MOAAME



Since early 2020 MOAAME has connected with **284*** **Disconnected Youth** who squeegee

117 have been Actively Engaged

67 School-aged Youth

50 Non-school-aged Youth

All Actively Engaged Youth have been assigned to a credible monitor

69 Youth

have been placed with permanent employment in collaboration with the Mayor's Office of Employment Development.

Next Steps

The Squeegee Collaborative will immediately begin implementing the recommendations in the plan. In the near-term, the Collaborative will enter into an intensive outreach/interim phase. During this phase, MOAAME will partner with key outreach organizations to educate squeegee workers on the new accountability protocols and to connect them to services.

Fall 2022 – Spring/Summer 2023

- The Squeegee Collaborative Leadership Team will continue regular implementation meetings.
- MOAAME and partners will lead intensive outreach and engagement to current squeegee workers, educating them on the new accountability protocol and connecting them to services.
- Partner with Civic Innovators to review MOAAME staffing and make recommendations to ensure sustainability of programs.
- Engage the philanthropic community as well as government and business partners to identify needed resources to support the collaborative's recommendations at scale
- Formalize Squeegee Collaborative governance structure.
- Identify and finalize service providers and partners to support effort.
- Ongoing data collection and review.
- Ongoing plan evaluation and realignment as needed.
- Working with BPD on community engagement and enforcement protocol.

Stay Engaged

The recommendations outlined in this plan represent ideas from across business, community, nonprofit, government and squeegee workers. As the City of Baltimore and the Squeegee Collaborative continue to collaborate with the entire Baltimore City community to solve the complex issues we've identified, you can stay up to date on the initiatives at:

www.aamebaltimore.com/squeegee-collaborative
or email: squeegeecollaborative@baltimorecity.gov

Acknowledgements

We are grateful for the organizations and individuals that supported this process – financially, through their skills and talents, use of space for work sessions and meetings etc.

- T Rowe Price Foundation
- Center for Urban Families
- Under Armour
- Sagamore Ventures
- BerlinRosen
- Coppin State University
- Reginald F. Lewis Museum
- Baltimore City Recreation and Parks
- UA House and Living Classrooms
- New Shiloh Baptist Church
- Concentric Educational Solutions
- Baltimore Civic Fund
- Hotel Revival
- M&T Bank
- The Collaborative members that readily gave up a few hours every Tuesday afternoon over many weeks to engage in challenging conversations because they care deeply about the city

A number of individuals and organizations provided facilitation, led presentations and participated in panel discussions to provide learning opportunities for the Collaborative. Thank you for engaging in this process with us.

- Squeegee Workers Leadership Team – Kyhrie Harrell, Dayvion Hodges, Jerome Holloway, Victoria Thompson, Kavin Watterson
- Troy Staton – New Beginnings Barbershop & More Than a Shop
- Chris Mitchel – Whiting Turner and Sabree Akinyele – Center for Urban Families
- Jason Bass and Donte Johnson – Hotel Revival
- Sheri Parks – MICA
- Kevon Alford – Heart Smiles
- Rasheed Aziz – Citywide Youth Development
- Changa Bell – Black Male Yoga Initiative
- Laurie Schwartz – Waterfront Partnership
- Bmore for Healthy Babies and the Baltimore City Health Department
- Cassie Clemente, VP of Operations – The Just Economy Group
- Fagan Harris – Baltimore Corps
- Ebony Thompson – Baltimore City Law Department
- Dayvon Love – Leaders of a Beautiful Struggle
- David Shuster – Kramon & Graham
- Brandi Stocksdales – Department of Social Services
- Commissioner Michael Harrison – Baltimore Police Department
- Dr. Debra Brooks – Mayor’s Office of Children and Family Success
- Caylin Young – Office of Equity and Civil Rights
- Samantha Mellerson – Haywood Burns Institute
- Nate Balis – Juvenile Justice Strategy at Annie E. Casey Foundation
- Augie Chiasera – M&T Bank
- Shelonda Stokes – Downtown Partnership of Baltimore

Acknowledgements

The Squeegee Collaborative included more than 150 leaders from the public, private and philanthropic sectors, as well as non-profit and community-based organizations organizations, youth. Including:

Al Hutchinson President and CEO – Visit Baltimore
State Senator Antonio Hayes – District 40
Andrew Muhammad –We Our Us
Audrey Johnson, Director for Innovation & Strategy – Johns Hopkins University and Johns Hopkins Health System
Augie Chiasera, Regional President – M&T Bank
Benita Robinson – T. Rowe Price Foundation
Cassie Clemente, VP of Operations – The Just Economy Group
Cory Luster, V.P. Public Space Maintenance – Downtown Partnership of Baltimore
Councilman Kristerfer Burnett – Eighth District
Damion J. Cooper, CEO & Founder – Project Pneuma
David Heiber, Chief Executive Officer – Concentric Educational Solutions
Faviola Donato-Galindo – External Affairs Manager, Baltimore Gas & Electric
Jamal Jones, Co director – Baltimore Algebra Project
Jason Bass , Director of Culture & Impact – Revival Baltimore
Joshua Harris, Vice President – Baltimore NAACP
Joshua Michael, Executive Director – Sherman Family Foundation
Kyla Liggett-Creel, Associate Professor – University of Maryland, Baltimore
Laura Gamble, Regional President – PNC Bank
Laurie Schwartz, President – Waterfront Partnership of Baltimore Inc
Marc Broady, VP MAG Partners and MBK Baltimore – MAG Partners and MBK Baltimore
Matthew Cooper – Cooper Brothers Foundation
Mia Blom, Director of Government & Community Affairs/ Executive Director Visit Baltimore Education & Training Foundation – Visit Baltimore
Monique Debi, Chief Academic Officer – Concentric Educational Solutions
Nick Usher, VP of Community Outreach – Downtown Partnership of Baltimore
Pastor Antoine Burton – We Our Us
Rev. Kobi Little, President and CEO – Community Partnerships for Public Health International
Samantha Mellerson, Executive Director – Haywood Burns Institute
Sean Smeeton, CFO – Taharka Brothers Ice Cream
Shelonda Stokes, President – Downtown Partnership of Baltimore
Talib Horne, Director of Baltimore Civic site – Annie E Casey Foundation
Thaddeus Payton, CEO & President – Gaia Agricultural Tech
Traci Kodeck, CEO – HealthCare Access Maryland
Wyatt Oroke – City Springs Elementary/Middle School, Baltimore City Public Schools

And representatives from the following City Agencies:

Baltimore City Law Department
Baltimore City Office of Equity and Civil Rights
Baltimore Police Department
Mayor's Office
Mayor's Office of African American Male Engagement
Mayor's Office of Children and Family Success
Mayor's Office of Employment Development
Mayor's Office of Neighborhood Safety and Engagement