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Advertisement

Queen Anne's County Department of Housing and Family Services is soliciting proposals from qualified firms or organizations to conduct a comprehensive Community Needs Assessment. The assessment is a collaborative initiative of the Division of Housing and the Local Management Board to better understand community conditions, strengthen coordinated planning, and inform future investments that improve quality of life for Queen Anne's County residents.

The assessment will examine the relationships among housing, economic opportunity, demographic trends, projected growth, and community well-being to inform future planning and decision-making. The selected consultant will develop practical, data-informed recommendations that support coordinated planning, strategic investment, and long-term affordability and quality of life throughout Queen Anne's County.

Proposals will be evaluated based on the consultant's understanding of the project, proposed methodology, organizational capacity, relevant experience, and cost, as outlined in the Request for Proposals.

Complete proposal requirements, submission instructions, and project timelines are available in the full Request for Proposals. An electronic copy of the RFP may be downloaded at:

<https://communitypartnerships.info/grants/>

Proposals shall be submitted electronically in PDF format no later than September 16, 2026, at 4:00 p.m. ET in accordance with the submission instructions contained in the Request for Proposals.

Questions regarding this solicitation may be directed to QACLMB@qac.org.

I. Project Overview

A. Introduction

The Queen Anne's County Department of Housing and Family Services is soliciting proposals from qualified firms or organizations to conduct a comprehensive Community Needs Assessment. The consultant will provide professional planning services that result in an integrated assessment of community conditions that influence affordability and quality of life. The completed assessment will support future planning, policy development, and strategic decision-making by providing practical, data-informed recommendations for Queen Anne's County.

B. Department of Housing and Family Services Overview

The Queen Anne's County Department of Housing and Family Services supports residents through housing programs, community planning, and strategic partnerships to promote housing stability, economic security, and community well-being. The Department consists of three divisions: The Division of Housing, the Public Housing Authority, and the Local Management Board (Community Partnerships for Children and Families). Together, these divisions address the evolving needs of Queen Anne's County.

Division of Housing

The Division of Housing administers a broad range of programs that assist county residents in acquiring and maintaining safe, decent, and affordable housing. Services include homelessness prevention, housing rehabilitation, rental code enforcement, and workforce and first-time buyer homeownership programs that promote long-term housing stability and self-sufficiency.

Website: <https://md-queenannescounty2.civicplus.com/154/Housing>

Public Housing Authority

The Public Housing Authority administers federal and state housing assistance programs that help eligible low- and extremely low-income individuals and families obtain and maintain stable housing. Programs include the Housing Choice Voucher Program, HUD-VASH vouchers for veterans experiencing homelessness, the Maryland Rental Assistance Program, and the management of five affordable rental communities.

Website: <https://qacha.org>

Local Management Board (Community Partnerships for Children and Families)

The Local Management Board (LMB) coordinates and plans the local system of care for children, youth, and families in Queen Anne's County. Its work is grounded in community needs assessment, data-informed planning, and partnerships across child- and family-serving agencies.

Website: <https://communitypartnerships.info>

C. Background

Queen Anne's County is a predominantly rural county on Maryland's Eastern Shore, encompassing approximately 372 square miles. Though the 15th largest county in Maryland by land area, it is home to a diverse mix of waterfront communities, historic towns, agricultural areas, and growing residential centers. Each community presents unique demographic, economic, and housing characteristics that contribute to its overall planning needs.

Between April 2020 and July 2025, the county's population increased by an estimated 9.2% to approximately 54,448 people. People at every stage of life call Queen Anne's County home, with approximately 20.6% under the age of 18 and 23.2% age 65 or older. Together, these demographic characteristics influence housing demand, transportation, education, healthcare, recreation, and other community resources. Understanding how these systems interact will help the County identify emerging needs and support informed decision-making.

Queen Anne's County is entering a period of significant growth, with new residential development occurring across multiple communities. While this growth presents opportunities to expand housing choices and strengthen the local economy, it also highlights the importance of coordinated planning to ensure that housing, employment, infrastructure, and community services evolve together. Recent census estimates indicate a median owner-occupied home value of approximately \$462,700, with median monthly owner costs of \$2,380 for households with a mortgage. Median monthly gross rent is approximately \$1,619. Queen Anne's County has one of the smallest supplies of rental housing in Maryland, limiting housing choices for residents at different stages of life and with varying housing needs. As residential development continues and housing demand evolves, understanding how housing availability, affordability, and market conditions interact will be important to future planning.

A strong workforce is essential to supporting continued economic growth and community stability. The county is home to approximately 1,421 employer establishments employing nearly 13,000 workers, in addition to more than 5,500 non-employer businesses. Approximately 67.4% of the residents aged 16 and older participate in the workforce, reflecting a strong labor force that supports both local employers and the regional economy. Many residents also commute throughout the Baltimore-Washington metropolitan region. Recent census estimates indicate a median household income of approximately \$112,000, while median earnings for workers and per capita income are each approximately \$55,000.

Source: [U.S. Census Bureau. *QuickFacts: Queen Anne's County, Maryland*](#). Accessed July 7, 2026.

D. Request for Proposals

Queen Anne's County is soliciting competitive proposals from qualified firms or organizations to provide the professional services described in the Request for Proposals. Proposals will be evaluated in accordance with the criteria outlined in this RFP, and the contract will be awarded to the proposal that provides the best value to the County.

II. Project Vision & Objectives

A. Vision

Queen Anne's County seeks an integrated assessment that examines the relationships among housing, economic opportunity, and community well-being to support coordinated planning and informed decision-making. The assessment is intended to move beyond identifying individual needs by evaluating how community conditions, policies, and systems influence affordability and quality of life. Through community engagement and data-informed analysis, the assessment will identify opportunities to strengthen partnerships, inform policy, and guide strategic investment.

The completed assessment will provide practical, actionable recommendations that support decision-making by the Department of Housing and Family Services, community organizations, and local leaders in responding to current needs while preparing for future growth. It will also establish a foundation for ongoing planning by supporting the Local Management Board's Results-Based Accountability framework.

B. Objectives

1. Develop a comprehensive understanding of the demographic, housing, economic, and community conditions that influence affordability and quality of life in Queen Anne's County.
2. Evaluate the relationships among housing, economic opportunity, demographic trends, and community well-being to identify the contributing factors that influence affordability and quality of life.
3. Assess community strengths, assets, and needs through data analysis and meaningful engagement with residents, families, businesses, public agencies, nonprofit organizations, and other stakeholders.
4. Identify the opportunities to strengthen policies, partnerships, and community systems that support coordinated planning and improve community outcomes for children, families, and residents.
5. Develop practical, data-informed recommendations that support strategic decision-making, policy development, resource allocation, and long-term community planning.

III. Planning Framework

The Community Needs Assessment shall be conducted using an integrated planning framework that combines housing and community planning principles with the Clear Impact Results-Based Accountability (RBA) framework. The LMB is required to use the RBA framework in community planning, needs assessments, and strategic planning.

The Governor’s Office for Children (GOC) establishes the population-level Results and Indicators that guide LMB planning throughout Maryland. These Results and Indicators are required components of the assessment. The selected consultant shall incorporate the RBA framework and GOC Results and Indicators throughout the assessment, including community engagement, data analysis, identification of contributing factors, and development of recommendations.

The required GOC Results and Indicators for Child Well-Being are included in Appendix A.

Appendix B provides recommended housing considerations and resources to inform the assessment and support the consultant’s understanding of housing conditions and planning context in Queen Anne’s County.

IV. Scope of Services

The selected consultant shall provide all labor, materials, expertise, and professional services necessary to complete the Community Needs Assessment in accordance with the Project Vision, Objectives, and Required Planning Framework outlined in this RFP.

The consultant shall leverage existing plans, assessments, publicly available data, and previous community engagement efforts where appropriate to avoid unnecessary duplication of previous work. The assessment shall provide an independent, data-informed evaluation of current conditions, emerging trends, and opportunities for future planning.

The consultant is expected to apply professional expertise and judgement in developing an approach that accomplishes the Project Vision and Objectives within the anticipated budget and schedule, including determining appropriate methods, data sources, and analytical approaches.

A. Project Initiation

Following contract award, the consultant shall conduct a kickoff meeting with Department of Housing and Family Services staff and submit a final work plan and project schedule. The work plan shall refine the methodology presented in the proposal and identify major project phases, milestones, community stakeholder engagement activities, and project management procedures.

B. Task 1: Baseline Assessment

The assessment shall establish a baseline of current community conditions and trends throughout Queen Anne’s County using existing plans, assessments, publicly available data, and other relevant information. The baseline assessment should examine, as appropriate:

- Demographic characteristics and population trends.
- Housing conditions, affordability, attainability, housing choice, and projected housing needs.
- Economic conditions, employment, workforce participation, income, and commuting patterns.
- Community assets, infrastructure, public services, and access to community resources.

- Existing plans, policies, programs, and initiatives relevant to housing, economic development, and community planning.
- Current and emerging trends that may influence future community conditions and growth.

The assessment shall identify existing strengths, opportunities, challenges, and conditions that may influence future planning.

C. Task 2: Community Engagement

The consultant shall develop and implement a community engagement strategy that supports the objectives of the assessment.

The engagement strategy should obtain meaningful input from residents, businesses, nonprofit organizations, public agencies, developers, community partners, and other stakeholders. The strategy should seek broad participation that reflects the geographic and demographic diversity of Queen Anne's County and describe how participants will be identified and engaged. Community engagement should inform the assessment findings, identify community priorities, and provide context for quantitative data where appropriate.

D. Task 3: Integrated Community Analysis

Using the Required Planning Framework, the consultant shall integrate findings from the Baseline Assessment and Community Engagement to examine how community conditions intersect with affordability, quality of life, and community well-being across Queen Anne's County.

The analysis shall identify key contributing factors associated with community outcomes and examine:

- Geographic and population-level disparities in community conditions, access to services, economic opportunity, and housing affordability.
- Relationships among housing, economic opportunity, transportation, education, health, behavioral health, safety, and other conditions that support community well-being.
- Community assets, partnerships, systems, and public services that support or affect the County's ability to respond to identified needs.
- How existing plans, policies, regulations, and funding structures related to community conditions and the County's ability to respond to identified needs.
- Individual earnings, household income, and cost of living to better understand the economic pressures experienced by County residents.

E. Task 4: Recommendations

Based on the assessment findings, the consultant shall develop practical, data-informed recommendations that support coordinated planning, strategic investment, and future decision-making. Recommendations should:

- Address current and emerging community needs.

- Build upon existing community assets, partnerships, and local initiatives.
- Support housing affordability, attainability, and availability.
- Support improved outcomes for children, youth, families, and communities consistent with the Required Planning Framework.
- Identify opportunities to strengthen community systems, policies, partnerships and coordination.
- Consider projected growth, changing community conditions, and long-term sustainability.
- Identify priorities and key considerations for implementation.

V. Deliverables

At a minimum, the consultant shall provide:

- A comprehensive Community Needs Assessment, including findings and recommendations.
- A Recommendations Matrix identifying priority actions, implementation considerations, and potential lead and supporting partners, as appropriate.
- An infographic highlighting the key assessment findings suitable for public distribution.
- Up to three presentations of the assessment findings and recommendations to county leadership and stakeholders.
- Electronic copies of all reports, datasets, supporting documentation, and materials developed through the project.

VI. Proposal Format & Content

To facilitate a consistent evaluation process, proposals shall be organized in the following order and include, at a minimum, the information described below.

A. Cover Letter

The proposal shall include a cover letter signed by an individual authorized to bind the firm or organization contractually. The cover letter shall include:

- Name and address of the firm or organization.
- Name, title, telephone number, and email address of the primary project contact.
- A brief statement expressing the firm's interest in providing the services requested.

B. Qualifications and Experience

Provide a description of the firm's qualifications and experience relevant to the services described in this Request for Proposals. Include:

- Firm/Organization background and areas of expertise.

- Experience conducting comparable community needs assessments, housing studies, strategic planning initiatives, or community planning projects.
- Experience with quantitative and qualitative data collection and analysis, including assessments that address the needs of children, youth, and families.
- Experience working with local governments, nonprofit organizations, or other public-sector partners.
- Any additional qualifications that demonstrate the firm's ability to successfully complete the project.

C. Project Team

Identify the personnel who will be assigned to the project and describe their respective roles and responsibilities. The proposal shall identify the Project Manager, key personnel, and any subcontractors or partnering agencies proposed for the project. For each subcontractor, describe the services to be provided and the relevant qualifications and experience.

The proposed project team shall collectively demonstrate expertise in community planning, land use planning, housing and demographic analysis, and child and family systems or related human services. The Department of Housing and Family Services encourages multidisciplinary teams that reflect the range of expertise needed to complete the project successfully.

Resumes for the Project Manager and Key personnel shall be included as an appendix to the proposal.

The primary contractor shall remain responsible for the overall management and successful completion of the project.

D. Project Understanding

Describe the firm/organization's understanding of the project, including its purpose, objectives, opportunities, and anticipated challenges. The response should demonstrate an understanding of the integrated nature of the assessment and the relationship among housing, economic opportunity, and community well-being.

E. Project Approach and Plan of Work

Describe the proposed approach for completing the Community Needs Assessment. At a minimum, the proposal shall include:

- The overall project approach and methodology.
- A proposed plan of work describing the major project phases, activities, and how the project team, including any subcontractors, will collaborate throughout the project.
- The approach to data collection, analysis, and community engagement.
- The approach for incorporating the Required Planning Framework.
- The approach for utilizing existing plans, assessments, publicly available data, and previous community engagement efforts.

- Any innovative techniques or approaches the firm believes would strengthen the assessment.

F. Project Schedule

The project shall be completed no later than March 31, 2027.

Provide a proposed project schedule that identifies the major project phases, milestones, anticipated deliverables, and estimated project completion date. The schedule should include anticipated progress milestones at approximately 25%, 50%, 75%, and 100% completion, identifying major activities and deliverables at each stage of the project. The proposed schedule should identify opportunities for review and feedback by the Queen Anne's County Department of Housing and Family Services at key project milestones.

G. References

Provide a minimum of three (3) references for projects of similar scope and complexity completed within the past eight (8) years. Include:

- Client name
- Project title
- Brief description of the services provided
- Completion date
- Contact name, telephone number, and email address.

H. Cost Proposal

The anticipated budget for this project is approximately \$40,000. Proposers are encouraged to develop an approach that achieves the objectives of this Request for Proposals within the available funding.

The Cost Proposal shall include:

- Total proposed project cost.
- A detailed budget organized by the major tasks or project phases identified in the proposed Plan of Work.
- A narrative describing the basis for the proposed budget, including any assumptions used in developing the cost proposal.

The total proposed project cost shall include all labor, travel, meeting expenses, materials, administrative costs, and any other expenses necessary to complete the project described in this Request for Proposals. The proposed price shall remain firm for the duration of the contract unless modified through a written contract amendment approved by Queen Anne's County.

VII. Procurement Schedule

The following schedule is provided for planning purposes only. Queen Anne’s County reserves the right to modify the schedule as necessary. Any changes will be communicated through the issuance of an addendum to this Request for Proposals.

Request for Proposals Issued	August 17, 2026
Intent to Apply (Optional but Encouraged)	August 24, 2026, by 4:00 p.m. ET
Deadline for Written Questions	August 31, 2026, by 4:00 p.m. ET
Responses to Questions / Addenda Issued	September 8, 2026
Proposal Submission Deadline	September 16, 2026, at 4:00 p.m. ET
Proposal Evaluation	September 17 – 28, 2026
Anticipated Notice of Award	Early October 2026
Anticipated Project Start	October 2026

Late submissions will not be considered. The County reserves the right to conduct interviews, request presentations, or seek clarification from one or more proposers as part of the evaluation process.

VIII. Intent to Apply

Organizations intending to submit a proposal are encouraged to submit a non-binding Intent to Apply no later than August 24, 2026, at 4:00 p.m. The intent to apply should include:

- Name of the firm or organization.
- Primary contact person.
- Telephone number.
- Email address.

The Intent to Apply is requested solely for planning purposes and to assist Queen Anne’s County in distributing any addenda or additional information related to this Request for Proposals.

Submission of an Intent to Apply is not required to submit a proposal and does not obligate the organization to submit a proposal.

Intent to Apply notifications should be submitted by email to QACLMB@qac.org.

IX. Proposal Submission Requirements

Proposals shall be submitted in accordance with the requirements of this Request for Proposals. At a minimum, submissions shall include the following:

- Cover Letter

- Qualifications and Experience
- Project Team (including resumes for the Project Manager and key personnel)
- Project Understanding
- Project Approach and Plan of Work
- Project Schedule
- References
- Cost Proposal
- Signed Proposer Warranty
- Any other supporting materials or appendices the proposer wishes to include.

Proposals must be received no later than September 16, 2026, at 4:00 p.m. by emailing QALMB@qac.org.

Questions regarding this Request for Proposals shall be submitted in writing to QALMB@qac.org by August 31, 2026, by 4:00 p.m. Responses to questions and any addenda issued by the Queen Anne's County Department of Housing and Family Services shall become part of this solicitation and posted at <https://communitypartnerships.info>.

X. General Conditions

A. Proposal Preparation Costs

There is no expressed or implied obligation for Queen Anne's County to reimburse any firm or organization for expenses incurred in preparing or submitting a proposal in response to this Request for Proposals.

B. Acceptance of Terms

Submission of a proposal constitutes acceptance of the conditions contained in this Request for Proposals unless clearly and specifically identified in the proposal and subsequently accepted by Queen Anne's County as part of the final contract.

C. Equal Opportunity

All qualified persons, firms, and organizations will receive consideration without regard to age, color, disability, gender, national origin, race, religion, sex, sexual orientation, or any other protected status under applicable law. Minority Business Enterprises (MBEs), Women-Owned Business Enterprises (WBEs), and Veteran-Owned Businesses are encouraged to submit proposals.

D. Procurement Policy

It is the responsibility of each proposer to review and comply with Queen Anne's County Procurement Policy #400-010 and any other applicable procurement requirements. The Procurement Policy is available at: <https://www.qac.org/DocumentCenter/View/24724/400-010-QAC-Procurement-Policy-202401>

E. Right to Reject Proposals

Queen Anne's County reserves the right to reject any or all proposals, waive informalities or minor irregularities, negotiate with one or more proposers, and award a contract in the best interest of the County. This language is consistent with Procurement Policy #400-010.

XI. General Contract Requirements

A. Ownership of Work Product

All records, reports, data, studies, and other materials in any form developed under this contract are the sole and exclusive property of the State of Maryland in accordance with the requirements of the Governor's Office for Children. The consultant shall provide all work products developed under this contract to Queen Anne's County in electronic format upon completion of the project.

B. Confidentiality

In accordance with applicable federal and state law, the consultant shall maintain the confidentiality of children, youth, and families served through the Local Management Board. The consultant shall not disclose the name or other identifying information of any child or family, including information contained in written or electronic correspondence with the Governor's Office for Children or other entities, except as permitted by law.

C. Insurance

The successful proposer shall maintain insurance as required by the Queen Anne's County Procurement Policy #400-010 and any applicable contractual requirements. Certificates of insurance shall be provided prior to contract execution.

D. Required Forms

The successful proposer shall complete and submit all forms required by Queen Anne's County prior to contract execution, including any required vendor registration forms, W-9, and certifications.

E. Grant Requirements

The successful proposer shall comply with all federal, State of Maryland, Governor's Office for Children, and Queen Anne's County grant and contractual requirements applicable to this project.

F. Debarment Certification

By submitting the proposal, the proposer certifies that it is not debarred, suspended, or otherwise ineligible to participate in contracts funded by any agency of the Federal or State government.

G. Payment

Payment shall be made based upon satisfactory completion and acceptance of project milestones and deliverables. The anticipated payment schedule is:

- 25% upon completion and acceptance of the first project milestone.
- 25% upon completion and acceptance of the second project milestone.
- 25% upon completion and acceptance of the third project milestone.
- 25% upon final acceptance of all deliverables.

XII. Evaluation Criteria

Proposals will be evaluated by a review committee based on the criteria below. The contract will be awarded to the proposer whose submission is determined to provide the best overall value to Queen Anne's County, considering the evaluation criteria outlined below. The County reserves the right to request interviews, presentations, or additional information from one or more proposers if determined to be in the best interest of the County.

A. Project Understanding (10 Points)

The proposal demonstrates a clear understanding of the project vision, objectives, scope of services, and the integrated relationship among housing, economic opportunity, and community well-being.

B. Project Approach and Plan of Work (30 Points)

The proposal presents a logical, well-organized approach for completing the project. Considerations include:

- Overall methodology.
- Plan of work.
- Data collection and analysis.
- Community engagement approach.
- Incorporation of the Required Planning Framework.
- Use of existing plans, assessments, and available information.
- Overall quality, feasibility, and innovation of the proposed approach.

C. Qualifications and Experience (15 Points)

The firm demonstrates successful experience completing projects of similar scope and complexity. Considerations include:

- Experience with community needs assessments.
- Experience with housing, planning, and community development projects.
- Experience with strategic planning and stakeholder engagement.
- Experience working with public-sector organizations.

D. Project Team (15 Points)

The qualifications and experience of the proposed project manager, key personnel, and any subcontractors. Considerations include relevant experience, clearly defined responsibilities, and the ability of the team to successfully complete the project.

E. Project Schedule (10 Points)

The proposed schedule is realistic and demonstrates an organized approach to completing the project within the anticipated timeframe.

F. References (5 Points)

Quality and relevance of previous work, including successful completion of similar projects and client satisfaction.

G. Cost Proposal (15 Points)

The proposed budget is reasonable, clearly organized, and demonstrates an efficient use of available project funds. Considerations include overall cost, budget organization, alignment between the proposed budget and proposed scope of work and demonstrated value.

Appendix A

Required Governor's Office for Children Results and Indicators

The following Results and Indicators are reproduced from the Maryland Local Management Board Manual and establish the population-level outcomes the Local Management Boards are required to use in planning and needs assessment.

ENOUGH Results Areas and the corresponding Indicators are:

A. Core Child Poverty Metric

- i. % children in census tract living in poverty
- ii. Total population
- iii. Total population under 18

B. Cradle to Career Education

- i. Educational Attainment: Percent of Youth Ages 18-24 with a High School Diploma (Including Equivalence) or Higher
- ii. # of Maryland Department of Juvenile Services (DJS) committed youth who are enrolled in and complete job training programs
- iii. # of participants in Maryland Corps
- iv. % students demonstrating proficiency on Kindergarten Readiness Assessment (KRA)
- v. % of public school students demonstrating proficiency on the Grade 3 English Language Arts Maryland Comprehensive Assessment Program (MCAP)
- vi. % of public school students demonstrating proficiency on the Grade 8 English Language Arts Maryland Comprehensive Assessment Program (MCAP)
- vii. % of public school students demonstrating proficiency on the Grade 3 Math 19 Maryland Comprehensive Assessment Program (MCAP)
- viii. % of students demonstrating proficiency on Algebra I Maryland Comprehensive Assessment Program (MCAP)
- ix. % students chronically absent
- x. % 9th grade students on track to graduate on time
- xi. Four-year high school graduation rate
- xii. # of high school graduates who enroll in college in the fall term immediately following high school graduation
- xiii. # and % of students who graduate from a two- or four-year college or university
- xiv. % of Children Enrolled in Publicly Funded Pre-Kindergarten (Pre-K) the Year Prior to Kindergarten
- xv. # of students who complete an apprenticeship through a Maryland public school career and technical education program at the time of high school graduation
- xvi. # and % of children who receive child care scholarships
- xvii. # maximum available slots with child care providers
- xviii. % of regulated providers enrolling children receiving child care scholarship
- xix. Student perception of school climate

- xx. # and % of licensed child care providers who have received a level 4 or 5 quality rating from Maryland EXCELS
 - xxi. Teacher qualifications (# and % of teachers who are certified and experienced)
 - xxii. # and % of students who received one or more suspensions or expulsions
- C. Healthy Families
- i. Infant mortality rate per 1,000 births
 - ii. % low birth weight babies
 - iii. Teen birth rate per 1,000 women, ages 15-19
 - iv. # overdose-related deaths (zip code)
 - v. Mental Health: % of Public School Students [in Grades 6 - 8] Reporting Depressive Episode
 - vi. Mental Health: % of Public School Students [in Grades 9 - 12] Reporting Depressive Episode
 - vii. % births with first trimester care
 - viii. # individuals that received Substance Use Disorder services in the Public Behavioral Health System in the fiscal year
 - ix. # individuals that received mental health services in the Public Behavioral Health System in the fiscal year
 - x. # Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) enrollees
 - xi. # Medicaid/Children's Health Insurance Program (CHIP) enrollees
 - xii. Number of EMS naloxone administration encounters
 - xiii. # of Non-fatal Opioid Overdose-related Emergency Department visits
 - xiv. Average wait time for primary care first appointment
 - xv. # unduplicated providers actively billing the PBHS for SUD treatment services rendered 20
 - xvi. # of entries to foster care due to neglect
 - xvii. % foster care placements with kin
 - xviii. % children with elevated blood lead levels
 - xix. % of households with children under 19 who have health insurance
 - xx. % of adults 19-64 with health insurance coverage
 - xxi. Baltimore City Only: Number of Emergency Medical Services (EMS) overdose calls for service per 1,000 residents
- D. Economically Secure Families
- i. # households that received a Child Tax Credit (CTC) credit
 - ii. # households that received an Earned Income Tax Credit (EITC) credit
 - iii. % of Students Who Were Unstably Housed in the Last 30 Days (Grades 6-8)
 - iv. % of Students Who Were Unstably Housed in the Last 30 Days (Grades 9-12)
 - v. % of families spending >30% income on housing (rent)
 - vi. % of families spending >30% income on housing (mortgage)
 - vii. % of children with food insecurity
 - viii. # individuals provided with homelessness services (all types of services) by Maryland Department of Housing and Community Development (DHCD)
 - ix. # households exiting homelessness to permanent housing

- x. # unhoused individuals
 - xi. Prime age employment rate (ages 25-54)
 - xii. Median household income
 - xiii. # eligible families who receive housing vouchers
 - xiv. % full-time workers ages 19-64 with private insurance
 - xv. Labor force participation rate for women ages 20-64
 - xvi. Labor force participation rate ages 20-64
 - xvii. # of individuals receiving Temporary Cash Assistance who become employed
 - xviii. # of individuals enrolled in Supplemental Nutrition Assistance Program (SNAP)
 - xix. # active apprentices
- E. Safe and Thriving Communities
- i. Number of eviction petitions filed per year
 - ii. # of Domestic violence protection orders
 - iii. Amount of capital provided to businesses through the Maryland Small Business Development Financing Authority (MSBDFA Program)
 - iv. % owner occupied housing units
 - v. % residential properties that are classified as vacant
 - vi. # Maryland Mortgage Program (MMP) loans
 - vii. # foreclosure events
 - viii. # evictions
 - ix. # locations underserved for broadband access
 - x. Number of derelict non-contributing structures demolished
 - xi. Number of vacant sites/buildings acquired for solicitation or planned development (by DCHD)
 - xii. # youth supervised by Maryland Department of Juvenile Services (DJS) in the community
 - xiii. # youth referred by Maryland Department of Juvenile Services (DJS) in the community
 - xiv. # individuals ages 18-25 on probation/supervision
 - xv. # of broadband service providers serving locations within area
 - xvi. Percent of households with a computer and broadband internet subscription
 - xvii. Violent crime rate per 100,000
 - xviii. Transit trips index (number of public transit trips taken annually at the census tract by a three-person single-parent family with income at 50 percent of the area median income for renters)
 - xix. Low transportation cost index (local transportation costs for a three-person, single-parent family with income at 50 percent of the median income for renters for the region)

Appendix B

Recommended Housing Considerations and Resources

The following housing-related considerations and resources are provided to support the Community Needs Assessment and are not intended to be exhaustive or prescriptive. The consultant should use professional judgment to determine their relevance and is encouraged to recommend other data, resources, or approaches that may strengthen the assessment and inform potential solutions. This appendix provides context for the Scope of Services and does not establish additional requirements or deliverables.

A. Potential Applications of Assessment Findings

Housing-related data and findings developed through the Community Needs Assessment may support future County planning and policy discussions including:

- Understanding current and projected housing needs.
- Identifying geographic and population-level differences in housing conditions and access.
- Evaluating housing affordability and attainability in relation to local earnings and household resources.
- Informing future housing programs, investments, and planning priorities.
- Providing data that may inform the implementation or future review of existing housing policies and regulations.
- Supporting future land use and residential planning efforts.

B. Housing and Demographic Considerations

As part of the assessment of housing conditions, the consultant should consider available data and existing information related to:

- Population and demographic characteristics, including age and household composition.
- Socioeconomic and geographic differences across Queen Anne's County, including differences among rural, suburban, and other communities.
- Individual earnings and household income, including comparisons with regional and State data where appropriate.
- Employment and commuting patterns, including differences between residents who live and work within the County and those who commute outside the County for employment.
- The relationship between local earnings, household resources, and the cost of living in Queen Anne's County.
- Housing tenure and household characteristics, including renter- and owner-occupied housing.
- Existing housing supply and availability by housing type.
- Home prices and rental costs.
- Housing cost burden.

- Housing instability and homelessness.
- ALICE and other available measures of household financial vulnerability.
- Current and projected housing needs across different populations and stages of life.

C. Housing Affordability and Attainability

The consultant should consider available information regarding housing affordability and attainability in Queen Anne’s County, including:

- How housing affordability and attainability are defined and experienced within the local context.
- The relationship among housing costs, individual earnings, household income, and other costs of living.
- Housing choices available to households at different income levels and stages of life.
- Existing barriers to obtaining and maintaining safe, stable, and affordable housing.
- Opportunities and considerations related to improving housing affordability, attainability, availability, and choice.

D. Existing Housing Programs and Resources

Relevant existing housing programs and resources may include but are not limited to:

- Inclusionary housing programs and requirements, including the Moderately Priced Dwelling Unit (MPDU) Program and Critical Workforce Housing initiatives.
- Housing rehabilitation programs.
- Homelessness prevention and housing stabilization programs.
- Housing Choice Voucher and other rental assistance programs.
- County-owned and Housing Authority housing.
- Homeownership and first-time homebuyer programs.
- Other County, State, federal, or community-based housing resources relevant to identified needs.

E. Planning, Policy, and Regulatory Context

The consultant should review and consider relevant existing planning and policy documents and regulatory frameworks that may inform housing conditions and future planning, including, as appropriate:

- Queen Anne’s County 2022 Comprehensive Plan, including applicable housing, land use, growth, and implementation strategies.
- Queen Anne’s County Zoning and Subdivision Regulations, Article XXI – Inclusionary Housing, including applicable provisions related to Moderately Priced Dwelling Units (MPDUs) and annual sales price determinations.

- Relevant residential zoning district and district standards within the Queen Anne's County Zoning and Subdivision Regulations, particularly those related to residential development and housing types.
- Existing County housing plans, assessments, and related planning documents.
- Relevant infrastructure, growth, and development plans that may affect housing conditions or future housing needs.
- Other plans, policies, regulations, or resources determined to be relevant to the assessment.