



THE OFFICE OF GOVERNOR
WES MOORE

GOVERNOR'S OFFICE FOR CHILDREN

ENOUGH Grant Program

Working with Governments for Local Management Boards

August 2, 2024

Webinar Agenda

- 1** ENOUGH Grant Program Overview
- 2** Working with Governments for Local Management Boards
- 3** Q&A and Applicant Resources



ENOUGH Grant Program Overview

ENOUGH Initiative

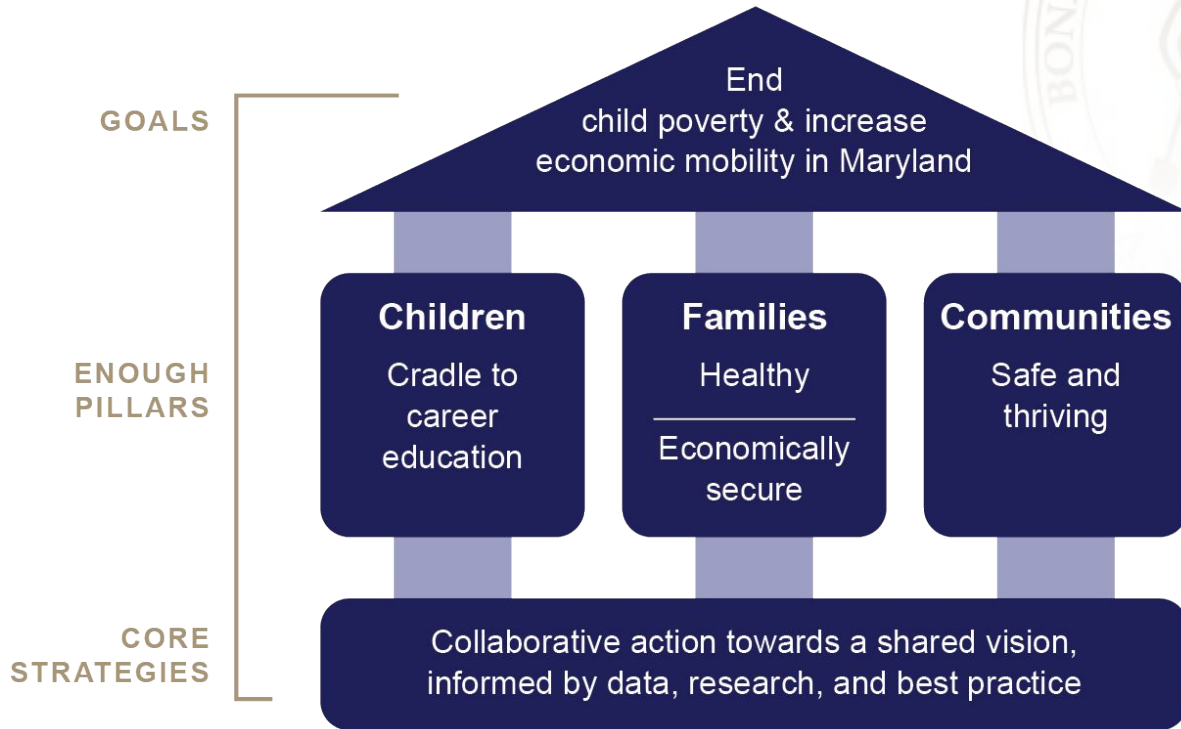
1

The Engaging Neighborhoods, Organizations, Unions, Governments and Households (ENOUGH) Initiative is a first-of-its-kind state-led, place-based investment strategy designed to create poverty-fighting opportunities driven by communities, data and cross-sector partnerships.

- ENOUGH Act signed into law May 9, 2024
- Administered by the Maryland Governor's Office for Children
- Whole of government approach to ending child poverty

*"Communities across Maryland will provide the vision, and the state will provide the support."
- Governor Wes Moore*

ENOUGH Theory of Action

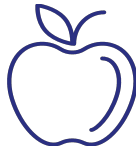


ENOUGH Result Areas

1



Cradle to Career Education: Unlocking children’s potential through early care and education from birth until working in a career, specifically ensuring smooth transitions through kindergarten, middle school, and high school graduation with a pathway to college and/or career



Healthy Families: Ensuring community member and family access to high quality healthcare with goals of decreasing infant mortality, increasing life expectancy, and improving mental health



Economically Secure Families: Ensuring higher employment and entrepreneurship resulting in livable and family-sustaining wages, and stable, thriving households where families can provide for necessities, weather hard times, and build wealth



Safe and Thriving Communities: Creating communities where residents feel safe and where the built environment supports their ability to thrive, including through high-quality, affordable housing, a thriving commercial core, and access to recreational spaces, nutritious food, and transportation

FY25 ENOUGH Grant Program

2

Purpose: Funding to eligible communities to create community-driven, cross-sector partnerships to plan and advance place-based strategies that reduce child poverty and increase economic mobility.

Basic Eligibility Requirements:

- ✓ Lead Applicant
- ✓ Core Partners
- ✓ Community

Lead Applicant Eligibility Requirements

2



Lead Applicant is called the **Community Quarterback Organization**

Community Quarterback organization may be any of the following:

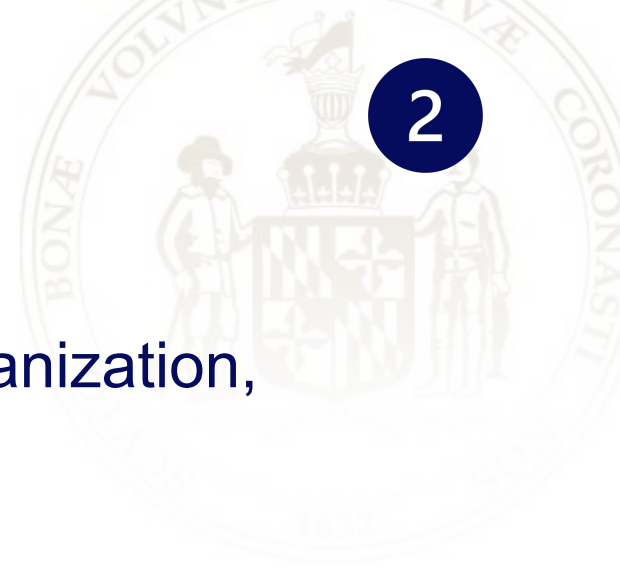
- community-based organization
- non-profit organization
- local government entity
- Local Management Board
- Community Action Agency

Core Partners Eligibility Requirements



Minimum* required partners include:

- a community-based non-profit organization,
- a local government entity, and
- a public school



Expectation is that applicants will engage a **broad coalition of partners across sectors.*

ENOUGH Grant Program Pathway – Three Tracks of Entry

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Grant Program Track	Award Amount	Project Period
Track 1: Partnership Development	\$65,000	6-12 Months
Track 2: Plan Development	\$300,000	12-24 Months
Track 3: Implementation	Up to \$5M* (FY25)	Up to 4 Fiscal Years

**Track 3: Implementation award is based on the number of children contributing to eligibility criteria in the proposed service geography. Proposed budget for Track 3 should include three additional years of ENOUGH funding. The Governor's Office for Children will help Track 3 applicants identify their multi-year budget limit.*

Qualifying Criteria to Apply for Each Grant Program Track

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MEETS COMMUNITY ELIGIBILITY CRITERIA

Communities that have at least one U.S. Census tract where more than 30% of children are living in poverty AND (2) is served by a community school with a concentration of poverty level of at least 80%



COMMUNITY QUARTERBACK

Community-led organization with resources and capacity to lead ENOUGH activities and manage ENOUGH funds, in coordination with community partners



PARTNERSHIP COLLABORATIVE

A robust partnership of community-led organizations representing each of the ENOUGH results areas

An established partnership governance structure to ensure alignment, information sharing, and resource deployment



COMMUNITY NEEDS ASSESSMENT

Completed needs assessment identifying assets and gaps, informed by community data and residents' input



NEIGHBORHOOD ACTION PLAN

An action plan that leverages various funding streams to address gaps identified in the needs assessment and provide a continuum of services for the community across ENOUGH results areas

TRACK 1: PARTNERSHIP DEVELOPMENT

TRACK 2: PLAN DEVELOPMENT

TRACK 3: IMPLEMENTATION

Tip: Use the Track Selector Tool to help identify the track to which you should apply:
<https://bit.ly/ENOUGHTrack>

Working with Governments for Local Management Boards

Working with Governments

Friday, August 2, 2024

 RESULTS

FOR AMERICA



Who We Are



Patrick Carter
Vice President, State Practice



Christian Motley
**Vice President, Partnerships &
Community Impact**

Results for America is a national, nonpartisan, nonprofit with a mission to make investing in what works the “new normal” so that government decision makers use evidence and data to increase the impact of the over \$2 trillion that governments spend each year to open opportunities and advance economic mobility.

Results for America does this work confidentially, objectively, and independently. Results for America has never applied for or received government funding because we don't want to give even the appearance of a possible conflict of interest. Our team is focused only on helping governments across the country and across the political spectrum improve outcomes.

Agenda

- Benefits of working with government partners in program design and implementation
- Navigating governmental structures
- Strategies for effective partnerships with government



Nativaging governmental structures

Effectively working with Government requires knowing...

- Where decisions are made,
- Who is making decisions,
- What are their constraints,
- What areas of discretion do they have, and
- What are their motivations.

As a resident, how would you go about fixing the potholes disrupting your trip to the grocery store....



How to fix a pothole

- Where are decisions made?
- Who is making decisions?
- What are their constraints?
- What areas of discretion do they have?
- What are their motivations?



How to fix a pothole



The strategies for interacting with government as a resident trying to fix a pothole also apply to working with government to change important outcomes .



Where Decisions are Made

- Finding the right institution is important
- Nearly every public issue is impacted by laws, rules, court decisions, forms, documents, systems, and funding, etc. at multiple levels of government with multiple branches involved

Example: A school's summer learning program may be run by the school district, with funding from the state education department and the federal Department of Education. The county's health department oversees the programs kitchen/food and the state public safety department runs background checks on staff.

Who is making decisions

- Within institutions are people (!) with different roles and responsibilities
- Governments often have multiple decision makers at various levels involved in a decision

Example: A county grant manager may have broad discretion for how a grant announcement is structured.

What levers do they have

- Funding
- Communications
- Technology
- Policy Development
- Research/Data
- Legal

Example: The technology team and research teams may have a significant say (even if they don't realize it) in how a new program enrollment form is designed.

What Discretion Do They Have

- Laws, rules, policies from other departments, branches, or levels of government can prohibit, require, or permit certain activities

Example: A government partner says that “state law prohibits us from doing that”. Respectfully ask for more information - does the law explicitly say it isn't allowed? Or is it simply not required? Or is it required because federal law mandates it?

What are Their Motivations

People working in government often are interested in:

- Meeting “high expectations” for public programs
- An Interest in what works

Example: Demonstrate to officials how our after-school tutoring program can improve academic outcomes for low-income students, meet public expectations for educational equity, and provide data from similar programs showing increased test scores and graduation rates.

Benefits of working with government partners in program design and implementation

Enhanced Resources

Access to funding, non-monetary resources, information, and technical assistance

1. Funding
2. Resources
3. Information
4. Technical Assistance

Increased Impact

1. Programs better meet community needs
2. Communities can help government better identify and target needs
3. Greater reach and effectiveness of programs and services
4. Ability to implement programs at a larger scale

Policy Influence

1. Ability to influence policies and decisions that affect the community

Example of Collaborations

Strategies for effective partnerships with government

Find the “real” org chart

- Identify key influencers and decision-makers who may not hold official titles but have significant sway.
- Build relationships with gatekeepers who control access to resources and information.

Example: Instead of only focusing on the department head, also connect with administrative assistants, grant managers, and long-term employees who know the internal workings and can facilitate meetings with the right people.

Understand and ask “why” (over and over)

- Use the “Five Whys” technique to drill down to the root cause of an issue.
- Encourage a culture of curiosity where questioning is welcomed and seen as a path to improvement.

Example: When facing a recurring problem with procurement delays, keep asking “why” to uncover that the real issue is an outdated approval process, not just inefficiencies in the purchasing department.

Look between the “silos” within an agency or across multiple agencies

- Map out workflows that intersect multiple departments to find overlapping efforts or gaps.
- Facilitate cross-departmental meetings to foster communication and collaboration.

Example: In a government healthcare project, there is likely work happening between policy, communications, and IT teams. There is potential to offer solutions or help them coordinate.

Think of the end at the beginning

- Define clear objectives and success metrics before starting a project.
- Plan backwards from the desired outcome to identify necessary steps and milestones.

Example: For a new public service initiative, begin by envisioning what successful implementation looks like, then outline the necessary policies, resources, and stakeholder engagement needed to get there. Write the press release for your big initiative - what planning questions do you need to answer to complete the document?

Show hard numbers

- Collect and analyze relevant data to back up your proposals.
- Present findings in a clear and compelling way using evidence.

Example: State decision makers are 22% more likely to support a program that is evidence-based and labeled as such (compared to a similar program without the label)

Pick up the pen and help contribute to the solution

- Volunteer to draft policy proposals, meeting agendas, or project plans.
- Take initiative to lead working groups or task forces to drive progress.

Example: If a team is struggling to outline a new policy, take the lead in drafting the initial document, incorporating feedback from colleagues to shape the final version.

Don't try to make the bureaucracy “care”

- Bureaucracies don't have feelings (even though the people inside them do).
- Emotional arguments are not very effective - instead understand exactly the criteria that are going to be used to make a decisions and meet them
- Focus on finding ways to work within existing structures to achieve your goals.
- Use existing rules and procedures to your advantage, rather than trying to change them.

Example: Instead of attempting to overhaul a slow-moving approval process, learn the system well enough to find shortcuts and leverage points that can expedite your project.

- 1) Find the “real” org chart
- 2) Understand and ask “why” (over and over)
- 3) Look between the “silos” within an agency or across multiple agencies
- 4) Think of the end at the beginning
- 5) Show hard numbers
- 6) Pick up the pen and help contribute to solution
- 7) Don't try to make the bureaucracy “care”....

Questions?

Patrick Carter

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Q&A and Applicant Resources

Applicant Support: Training Hub and Resource Library

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Prospective applicants have access to a curated training hub and resource library focused on the ENOUGH qualifying criteria and result areas.



ENOUGH Grant Program Competition Timeline

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Notice of Intent to Apply Due for All Tracks

July 19, 2024

Full Application Deadline for Track 2 and Track 3

September 20, 2024

Full Application Deadline for Track 1

November 1, 2024

Award Notifications

Winter 2024

Estimated Project Start

January 2025

NEXT STEPS: Action Items for Interested Communities



1. Sign up for the [ENOUGH Grant Program Listserv](#) to be notified of technical assistance offerings, Grant Program FAQs, and other applicant resources. You can also send an email to ENOUGH@Maryland.gov to receive updates.



2. Visit the ENOUGH Community Eligibility Map at <https://bit.ly/ENOUGHMap> to identify eligible geographies for ENOUGH Grant Program funds.



3. Use the ENOUGH Track Selector Tool at <https://bit.ly/ENOUGHTrack> to identify the right ENOUGH Grant Program Track for your partnership based on readiness and capacity criteria.



4. Read the **Notice of Funding Opportunity (NOFO)** for detailed grant program requirements, application templates, review criteria, budget limitations, allowable costs, application formatting, and submission process.



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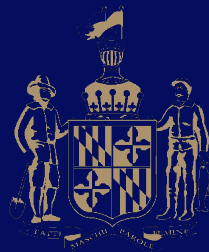
Contact Us

For additional questions or to request access to the ENOUGH listserv, please email us at ENOUGH@Maryland.gov.

Visit the Governor's Office for Children website for updates on the ENOUGH Grant Program Community Support offerings!

GOC.Maryland.gov

We look forward to hearing from you.



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As part of California's COVID-19 pandemic response, Gov. Gavin Newsom announced that \$75 million in Disaster Relief Assistance funds would support immigrant workers who have been affected by COVID-19. The press release notes that the funds will be “dispersed through a community-based model of regional nonprofits with expertise and experience serving undocumented communities.” The California Immigrant Resilience Fund has simultaneously raised almost \$40 billion (of a \$50 billion goal) to supplement the state funds.