THE OFFICE OF GOVERNOR
WES MOORE
GOVERNOR'S OFFICE FOR CHILDREN

FY 2025 Engaging Neighborhoods, Organizations, Unions, Governments, and Households (ENOUGH) Grant Program

Notice of Funding Opportunity (NOFO)

<u>Three Competition Tracks</u>
Track 1: Partnership Development
Track 2: Plan Development
Track 3: Implementation

Notice of Intent to Apply Due Date: July 19, 2024
Track 1 Application Due Date: November 1, 2024
Track 2 Application Due Date: September 20, 2024
Track 3 Application Due Date: September 20, 2024

Funded by:
State of Maryland

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Wes Moore, Governor
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1. Executive Summary

For too long, high rates of concentrated, generational child poverty have persisted in communities across the state of Maryland and denied too many of our state's children the ability to achieve their full potential and determine their own futures. The **Engaging Neighborhoods, Organizations, Unions, Governments and Households (ENOUGH) Initiative** reflects the Moore-Miller Administration's commitment to ending child poverty and ensuring that all Marylanders, regardless of where they call home, have what they need to live healthy and successful lives. The ENOUGH Initiative invites community-driven, cross-sector **partnerships** in eligible urban, suburban, and rural communities to plan and advance place-based strategies that reduce child poverty and increase economic mobility.

ENOUGH focuses on communities that have been disproportionately impacted by decades of disinvestment and harmful public policies that often systematized and reinforced race-based discrimination, limited wealth creation, and blocked pathways to economic mobility. As Governor Wes Moore has said, "there's a measure of intentionality that drives concentrated poverty – so there needs to be a measure of intentionality in how we're going to address it."

This Notice of Funding Opportunity (NOFO) for the ENOUGH Grant Program includes program requirements and application guidance for **three (3) separate grant competition tracks. Communities should review the qualifying criteria to determine which track they should apply to this year.** As communities engage in grant-funded work, they will have the opportunity to apply for subsequent (higher level) tracks in future funding cycles.

Applicants may submit only one (1) application per funding cycle. It is expected that most FY 2025 applicants will apply to **Track 1: Partnership Development** to establish the foundation for proposed place-based work, then potentially pursue **Track 2: Plan Development** and, later, **Track 3: Implementation** grant awards in future funding cycles.

ENOUGH 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 (FY 2025)	Up to 4 Fiscal Years*

For Track 3: Implementation, future fiscal year funding is dependent upon the availability of funds and satisfactory grantee performance and ongoing compliance with award requirements.

Awarded communities will receive grant funds and robust technical assistance to advance outcomes aligned with the four (4) ENOUGH Result Areas:

- Cradle to Career Education
- Healthy Families
- Economically Secure Families
- Safe and Thriving Communities

ENOUGH Notice of Funding Opportunity (NOFO)

Applications must be submitted by a local Community Quarterback (lead applicant) organization that supervises grant activities and manages the work of an ENOUGH Partnership Collaborative ("Partnership"). The Partnership must include: a community-based non-profit organization, a local government entity, and a public school as core partners, but applicants are encouraged to build a broad coalition of diverse partners. Partnerships may include, among others, local community leaders and residents, faith-based organizations, businesses and employers, unions or worker organizations, local government, tribal entities, institutions of higher education, health care and care management organizations, community development organizations (like Community Development Enterprises or Community Development Financial Institutions), philanthropy and donor collaboratives, civic groups, entrepreneur support organizations, workforce investment boards, chamber organizations, local law enforcement and justice system offices, schools and school districts, community-based organizations, community-based non-profit organizations, and other non-profit partners.

The Partnership in each community will be guided by local data, rigorous evidence, and the expertise and insights of community residents to shape a shared vision for action across all ENOUGH Result Areas. Driven by the Community Quarterback organization, each Partnership will require a strong coalition of committed organizations that centers community voices in all phases of partnership, planning, and implementation.

Track 1: Partnership Development grantees will build the capacity of the community quarterback organization, convene partners, activate and engage community leaders, and develop a formal partnership network or consortium structure to conduct a place-based initiative around a shared vision for their community's success.

Track 2: Plan Development grantees will use the formal partnership structure to conduct community asset mapping and needs assessment, and engage in participatory planning processes with community residents to develop a Neighborhood Action Plan to increase economic mobility and end childhood poverty.

Track 3: Implementation grantees will launch their approved Neighborhood Action Plan, leverage additional funding streams, conduct progress monitoring and continuous quality improvement, and adopt norms and structures for ongoing community leadership and implementation of the Neighborhood Action Plan.

MEETS COMMUNITY ELIGIBILITY CRITERIA	COMMUNITY QUARTERBACK	PARTNERSHIP COLLABORATIVE	COMMUNITY NEEDS ASSESSMENT	NEIGHBORHOOD ACTION PLAN
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-led organization with resources and capacity to lead ENOUGH activities and manage ENOUGH funds, in coordination with community partners	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	Completed needs assessment identifying assets and gaps, informed by community data and residents' input	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

Figure 1: Qualifying Criteria for ENOUGH Grant Program Tracks

2. Purpose and Background

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

2.1 ENOUGH Initiative and Grant Program Tracks

Signed into law by Governor Wes Moore on May 9, 2024, the **Engaging Neighborhoods, Organizations, Unions, Governments and Households (ENOUGH) Act** offers a first-of-its-kind, state-led response to the profound challenge of childhood poverty. Building on the landmark Blueprint for Maryland's Future focused on public education, the ENOUGH Initiative extends state investments into the communities where children grow, live, and play. The **ENOUGH Initiative** includes this competition for the **ENOUGH Grant Program**, as well as Local Management Board (LMB) Capacity Building Grants (separate Notice of Funding of Availability) and robust, tailored technical assistance support.

The ENOUGH Initiative envisions a Maryland where:
- All residents feel welcomed, valued, and have a role in the growth of their community.
- All children have access to high quality education and care while ensuring smooth transitions from birth until working in a career.
- All families have access to affordable, high-quality health care, including maternal, mental, and behavioral health care.
- All families can meet their needs, work with dignity, and build wealth for the future.
- All residents of a community feel safe and have access to high-quality, affordable housing, a thriving commercial core, recreational spaces, nutritious food, and transportation.
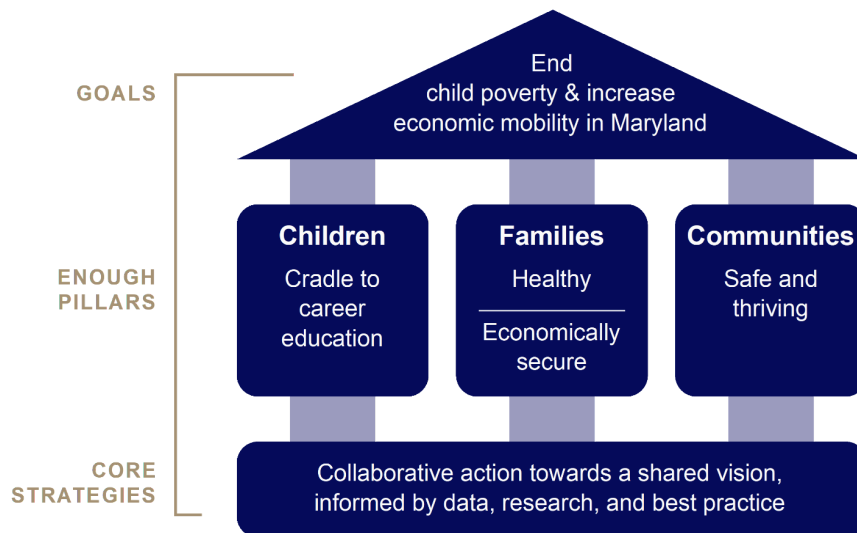
ENOUGH Theory of Action

Figure 2: ENOUGH Theory of Action

The **ENOUGH Theory of Action** calls for cross-sector, diverse partnerships to engage in collaborative action with community residents to drive decisions for place-based investments and strategies that increase economic mobility and end child poverty in Maryland.

The **ENOUGH Grant Program** provides targeted resources and technical assistance to help address the root causes of poverty at the community level by strengthening the capacity for collaborative action across sectors, including education, health, workforce, housing, and community safety.

Communities will have the opportunity to build partnerships and develop and/or implement a **Neighborhood Action Plan** aligned with four (4) **ENOUGH** <u>**Result Areas**</u>:

1. **Cradle to Career Education** - Unlocking children's potential through early care and education from birth until working in a career, including ensuring smooth transitions to and through kindergarten, middle school, and high school graduation with a pathway to college and/or career.
2. **Healthy Families** - Ensuring community member and family access to high-quality, comprehensive healthcare with goals of decreasing infant mortality, increasing life expectancy, and improving behavioral health, which includes mental health.
3. **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.
4. **Safe and Thriving Communities** - Creating communities where residents feel safe and where the built environment supports their ability to thrive, including high-quality, affordable housing; a thriving commercial core; and access to recreational spaces, nutritious food, and transportation.

To see additional metrics aligned with each ENOUGH Result Area, view the framework for the [ENOUGH Data Dashboard](#). Each prioritized community will receive this Data Dashboard populated with data specific to the community.

Three ENOUGH Grant Program Tracks

The ENOUGH Grant Program includes three (3) competition tracks based on a community's readiness and capacity to advance through the ENOUGH Theory of Action. Each track has unique [qualifying criteria](#), and the [ENOUGH Track Selector](#) can help applicants evaluate the best track for their initial application. Most communities will start with Track 1: Partnership Development to establish a formal partnership governance structure, then engage in collaborative activities to pursue Track 2: Plan Development and, later, Track 3: Implementation.

All applicants must propose to serve an [eligible community](#) and identify a local [Community Quarterback](#) (lead applicant) organization to manage grant-funded activities across partners.

Track 1: Partnership Development grantees will strengthen the capacity of the Community Quarterback organization and build a shared vision for increasing economic mobility and ending child poverty within their community.

During the grant project period, these grantees will create processes and structures of partnership accountability, resource alignment, community engagement, and data-driven reflection and improvement, including examination of local disaggregated data.

Applicants to Track 1: Partnership Development must demonstrate in their applications:

- a Community Quarterback with a history of successful collaboration with other local organizations,
- letters of commitment from organizations representing the three (3) core partners,
- community readiness to address at least one (1) ENOUGH Result Area, and
- clear plans for engaging community residents in reviewing and interpreting community needs and assets.

This track relies heavily on the expertise, convening authority, and infrastructure of the Local Management Board (LMB) to deliver technical assistance for grant recipients.

Track 2: Plan Development invites a formal partnership network or consortium to design a plan of action tailored to local needs and assets. The ENOUGH Partnership Collaborative ("Partnership") should include organizations, institutions, and individuals representing a wide range of local perspectives and interests. (See partner suggestions under the definition of ENOUGH Partnership Collaborative in Appendix A). During the grant project period, Partnerships will conduct needs assessment and asset mapping activities, formalize community engagement and governance norms, refine and tailor partnering and data sharing agreements, and create a Neighborhood Action Plan with progress measures and outcome indicators aligned with all ENOUGH Result Areas.

In addition to meeting requirements for Track 1: Partnership Development, applicants to Track 2: Plan Development must demonstrate in their applications:

- a signed partnering agreement (e.g., Memorandum of Understanding) in place that defines roles, responsibilities, and commitments for a broad cross-sector of partners to support a clearly defined geographic area; and
- capacity to analyze community needs and assets, engage residents in planning, and leverage multiple funding streams.

Track 3: Implementation grantees will activate place-based strategies and capture benchmark data identified in their approved Neighborhood Action Plan, identify and leverage additional public and private funding streams, and formalize processes and structures for ongoing progress monitoring, improvement, and community leadership.

Applicants to Track 3: Implementation must provide in their applications:

- documentation of a formal, cross-sector partnership with an executed partnership agreement and history of collaboration;
- description and documentation of completed community needs assessments and asset mapping activities;
- demonstrated qualifications and capacity of the Community Quarterback organization to lead the Neighborhood Action Plan;
- details of the proposed Neighborhood Action Plan, including a Logic Model and multi-year Work Plan; and
- assurance that prioritized interventions are evidence-based.

Progressing Through Funding Tracks

Successful FY 2025 grantees in Track 1: Partnership Development and Track 2: Plan Development could progress to a subsequent track (from Track 1: Partnership Development to Track 2: Plan Development, or from Track 2: Plan Development to Track 3: Implementation) in future grant cycles. All grantees are required to reapply as they move from track to track to demonstrate their eligibility, capacity, and readiness for the next phase of work.

Grants in all competition tracks will be awarded subject to the availability of funds.

2.2 Training and Technical Assistance

The Governor's Office of Children (GOC) will deliver and/or coordinate robust technical assistance and training for all tracks of ENOUGH Grant Program applicants (pre-award) and successful grantees (post-award). These supports will include, but are not limited to:

- Online learning hub with resources and training from experts on best practices;
- Data dashboard to aid communities in identifying inequities, prioritizing local needs, and making data-driven decisions; and
- Hands-on coaching and technical assistance from local and national experts, Local Managements Boards, the Governor's Office for Children (GOC), place-based state government staff, and other relevant state and local agencies.

Submitting a **Notice of Intent to Apply** by July 19, 2024 will prioritize applicants to be the first notified of technical assistance and training opportunities in the pre-award period. See the **Notice of Intent to Apply Form** for applicant (pre-award) community support details and Section 4.2 for grantee (post-award) details.

In addition, $5 million has been allocated to fund Local Management Board (LMB) Capacity Building grants in 24 jurisdictions to allow the LMBs to support **Track 1: Partnership Development** applicants; engage local experts to provide technical assistance for community engagement, coalition building, place-based anti-poverty work; and to support community-based organizations in building internal capacity and strengthening cross-sector partnerships.

2.3 Community Leadership and Engagement

Applicants are expected to demonstrate willingness and capacity to engage **residents living in the identified community and/or focus geographic area**. Needs assessments, community asset mapping, and other place-based strategies must be driven by **community voices** to interpret and make meaning of public data, identify which intractable issues remain unaddressed, and inform where service and capacity gaps can be filled with ENOUGH funding.

Neighborhood Action Plans must describe structures, norms, processes and/or protocols that promote **accountability <u>to</u> community members**, particularly those with lived experience proximate to the issues being addressed, as well as provide multiple avenues for their active leadership in project planning, implementation, and evaluation.

Applicants and grantees will be provided resources, tools, and training to promote culturally responsive community engagement and power-sharing based on evidence and best practices.

2.4 Program Evaluation and Data-Driven Design

Successful grantees will be expected to contribute to, and participate in, the GOC's comprehensive review of the ENOUGH Grant Program. This may include identifying, capturing, synthesizing, and reporting data associated with locally prioritized progress measures and soliciting qualitative feedback about the process and impact of grant-funded activities.

To promote data fidelity and facilitate access to systems level indicators, GOC has partnered with Clear Impact to develop the **ENOUGH Data Dashboard**. This Data Dashboard synthesizes progress measures and outcome indicators across all ENOUGH Result Areas to help applicants identify structural barriers and inequities, as well as establish benchmarks for improvement. Submitting the **Notice of Intent to Apply** by July 19, 2024 will prioritize applicants to receive a **community-specific ENOUGH Data Dashboard** in early August 2024.

Applicants and grantees are also expected to examine local data disaggregated by **race/ethnicity** (when available) when engaging in the work of the ENOUGH Grant Program. The stark racial disparities and systemic inequities in family income, wealth generation, and economic mobility in the United States can be traced to broader structural barriers and interconnected systems and policies across all ENOUGH Result Areas. We recognize that, nationwide, communities with predominantly Black and/or indigenous residents and other residents of color have been disproportionately impacted by decades of disinvestment and harmful public policies that often systematized and reinforced race-based discrimination, residential segregation, and restricted access to resources. Using local disaggregated data, grantees can disrupt entrenched cycles of child poverty and forge new pathways to uplift families and children in these communities.

Additional information about the GOC's ENOUGH Grant Program evaluation activities will be shared with successful grantees as part of the onboarding process.

2.5 Evidence-Based Programs and Models

The ENOUGH Grant Program invites applicants to apply a comprehensive approach to addressing childhood and inter-generational poverty across multiple sectors and systems, as well as focused interventions that reach the majority of young people in a community and, specifically, impact children living in poverty. Research-informed frameworks like Collective Impact, Targeted Universalism, the federal government's Places & People Thriving Approach, and the Urban Institute's Upward Mobility Framework can provide best practices, strategies, and tactics for designing an integrated approach aligned with the ENOUGH Theory of Action.

For **Track 3: Implementation**, priority points will be awarded to applications that demonstrate which interventions in the proposed Neighborhood Action Plan are informed by research and are thus, evidence-based. "Evidence-based" means that there is evidence from an experimental or quasi-experimental study that a project component has been effective in improving a relevant outcome with similar populations or in similar settings. Track 3: Implementation applicants must submit the Evidence-Based Programs Table with their application to receive bonus points.

Sources of evidence include (among others): programs rated as "evidence-based" in government clearinghouses, rigorous evaluation and research findings, academic literature, professional or academic convening reports, government publications, and empirically robust research briefs. See Appendix G for clearinghouse resources focused on identifying and evaluating evidence-based programs.

3. Eligibility Information

3.1 Eligible Communities

The ENOUGH Grant Program supports anti-poverty initiatives at the community level in urban, suburban, and rural communities statewide. An eligible community (or otherwise defined geography) must meet **both** of the following eligibility criteria:

1. Include at least one U.S. Census tract where **more than 30% of children are living in poverty** and
2. Be served by a Maryland **community school** with a concentration of poverty level of **at least 80%.**

See the Maryland Department of Planning ENOUGH Initiative: Community Eligibility Map to view eligible geographies.

Applicants are encouraged to be mindful of organizational capacity and logistical feasibility of implementing a focused, place-based initiative when identifying the geographic scope and scale of proposed activities. A "community" geographic boundary can reach beyond the eligible

census tract(s), and multiple communities may apply collaboratively. However, the focus geography should be an appropriate size that allows for effective implementation of selected strategies and aligns with the community's impact goals.

The GOC is committed to funding a representative portfolio of ENOUGH Grant Program grantees in FY 2025, including defined geographies located in rural jurisdictions.

3.2 Eligible Applicants and Partnership Requirements

Eligible lead applicant organizations, called the Community Quarterback, may be any of the following:

- community-based organization,
- non-profit organization,
- local government entity,
- Local Management Board (LMB), or
- Community Action Agency (CAA)

The Community Quarterback organization should have deep relationships in the focus community and the capacity to drive implementation across multiple partners. The Community Quarterback organization is presumed to be responsible for compliance, reporting, and financial stewardship of the grant award, but a separate Fiscal Sponsor organization is permitted.

ENOUGH Partnership Collaboratives (Partnerships) must include the following minimum core partners (all tracks):

- a community-based non-profit organization,
- a local government entity, **and**
- a public school[1]

The Community Quarterback may also serve as one of the required core partners, but applicants are expected to build a broad coalition of partners representing a wide range of local perspectives and interests. (See partner suggestions under the definition of ENOUGH Partnership Collaborative in Appendix A). The Community Quarterback (or the fiscal sponsor where relevant) will serve as the primary grant recipient, but may transfer, subcontract, or sub-grant funds to Partnership member organizations to accomplish grant-funded activities.

See also qualifying criteria for each ENOUGH Grant Program track.

4. Award Information

4.1 Competition Timeline

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[1] The public school partner may be the community school serving the focus geography, but it may also be a different public school serving the same community.

Important Dates:

Notice of Intent to Apply Due:	**July 19, 2024** - *Submit via [Online Form](#)**
Track 1 Applications Due:	**November 1, 2024**
Track 2 Applications Due:	**September 20, 2024**
Track 3 Applications Due:	**September 20, 2024**
Grant Award Notifications:	**Winter 2024**

*The Notice of Intent to Apply is not binding, but will be used to plan training and technical assistance offerings. Contact information submitted via the Notice of Intent to Apply will be used to distribute timely updates and information for ENOUGH applicants and prospective grantees.

4.2 Anticipated Awards and Technical Support

ENOUGH Program Grants will be issued in three (3) competitive tracks. The actual number of awards per track will be based on a number of factors, including formula-driven budgets, quality of applications, and funds available. Year 1 funding in State Fiscal Year 2025 (FY25) will support the budget period of July 1, 2024 - June 30, 2025. For planning purposes, applicants may estimate grant activities to begin in January 2025.

Track 1: Partnership Development Grants

Maximum Award:	$65,000
Anticipated Number of FY25 Awards:	Up to 10
Project Period:	6-12 Months*

*FY25 ends 6/30/25, but no-cost extensions may be granted to allow up to 12 months of capacity building and planning activities for Track 1:Partnership Development grantees.

Track 1 Technical Support: Regional capacity building, technical assistance, and training via Local Management Boards (LMBs), supplemented by local service providers and national partners. Areas of focus may include community-driven participatory practices and engagement strategies, equitable governance and partnership structures, fiscal mapping, proposal writing, and data infrastructure.

Track 2: Plan Development Grants

Maximum Award:	$300,000
Anticipated Number of FY25 Awards:	Up to 7
Project Period:	12-24 Months

Track 2 Technical Support: Access to dedicated GOC ENOUGH liaisons to facilitate navigating state agency systems and supports, plus tailored technical assistance from local capacity-building organizations and external partners to support communities as they develop Neighborhood Action Plans. Areas of focus may include community needs assessments and asset mapping, budgeting, program evaluation, work plan development, logic models, braiding and blending funds, and participatory processes.

Track 3: Implementation Grants

Maximum Award:	Up to $5,000,000* in Year 1
Anticipated Number of FY25 Awards:	Up to 3
Project Period:	4 Fiscal Years

<u>Track 3 Technical Support</u>: All listed supports for Track 2: Plan Development, plus adaptive coaching and technical assistance from representatives at each state agency, the GOC, and external partners.

*Funding for Track 3 is based on the number of children contributing to eligibility criteria in the proposed service geography. Applicants considering Track 3: Implementation who submit a [Notice of Intent to Apply](#) by July 19, 2024, will be provided a maximum budget request and potential distribution schedule for the four-year project period by early August 2024.

5. Application Information

5.1 Application Checklist and Formatting Requirements

This **ENOUGH Grant Program Notice of Funding Opportunity (NOFO)** provides program guidance and expectations to help applicants plan and develop a successful application. The application submission link will be made available on the GOC website after July 19, 2024. Applicants submitting a Notice of Intent to Apply will receive an email notification from GOC providing the online application submission link.

Please note that the individual submitting the ENOUGH Grant Program application will need a Google/Gmail account. See instructions for creating a Google account [here](#).

Formatting Requirements and Page Limits

1. **Project Narrative**
   - ○ ***Track 1: Partnership Development – 15 Pages Maximum***
   - ○ ***Track 2: Plan Development – 20 Pages Maximum***
   - ○ ***Track 3: Implementation – 25 Pages Maximum***
   - ○ Organize the narrative with headings aligned with instructions *(i.e., Part 1: Community and Community Quarterback)* and consecutively number all pages.
   - ○ Answer questions based on the Track for which you have chosen to apply.
   - ○ Use 8.5 x 11 sized pieces of paper with 1-inch margins, single-spaced.
   - ○ Use Times New Roman or Arial font, minimum 11-point, black.
   - ○ Provide any workflow diagrams, graphs, or citations within the identified page limit.

2. **Line-Item Budget and Narrative**
   - ○ Use Excel Budget Templates available for [Track 1](#) and [Track 2 & 3](#).
   - ○ See [Appendix H:](#) Budget Narrative Instructions.

Application Checklist

A complete application package includes an online cover page form and multiple documents

that need to be uploaded/submitted for each of the application tracks. The chart below summarizes application materials by track and identifies whether the materials are required, recommended, optional, or not applicable (N/A).

Application Requirements by Competitive Track	Track 1	Track 2	Track 3
● Application Cover Page [Form]	Required	Required	Required
● Project Narrative	Required	Required	Required
● Line-Item Budget and Narrative	Required	Required	Required
● Leadership Team Table	Required	Required	Required
● Partner Organizations Table	Required	Required	Required
● Letters of Commitment from Required Partners	Required	Required	Required
● Preliminary Community Needs Assessment: *Crosswalk of Existing Community Assessments and Opportunities for Action in ENOUGH Result Areas*	Optional	Required	N/A
● Project Work Plan	N/A	Required	Required
● Memorandum of Understanding/Agreement (MOU/A) Signed by Partners	N/A	Required	Required
● Comprehensive Asset Mapping and Community Needs Analysis for Selected Outcomes in All Four (4) ENOUGH Result Areas	N/A	N/A	Required
● Logic Model for Neighborhood Action Plan	N/A	N/A	Required
● Evidence Based Programs Table	N/A	N/A	Optional (Bonus)
● Additional Supporting Documents - *Examples include organizational documents, current needs assessments, community planning activities, data-sharing agreements, or strategic plans.*	Optional	Recommended	Required

Several templates are available to support application development. See Appendices E, F, and G.

5.2 Project Narrative Instructions

TRACK 1: PARTNERSHIP DEVELOPMENT

PART 1 | Community and Community Quarterback

1-A. Community Geography and Profile

Requirement: Eligible partnerships must serve communities with the greatest concentrations of generational poverty, defined by a Census tract(s) with more than 30% of children living in poverty and served by a community school with a concentration of poverty of 80% or more.

1. Identify the community and geographic boundaries of the community you propose to serve.

2. Describe the residents and families who live in the focus community and the student profile for the local community school serving the community, including the racial/ethnic and socio-economic demographics.

3. Provide a brief history of the partnership's engagement in the community and how the partnership is currently delivering services or engaging individuals who live and work in the geographic boundaries identified.

1-B. Community Quarterback Qualifications and Leadership Role

Requirement: Each community must identify a Community Quarterback organization that will be responsible for coordinating across partner organizations and driving plan implementation.

1. Provide a brief description of the experience and achievements of the Community Quarterback that qualify the organization to serve in this role, including examples of prior success in similar leadership roles that required coordination across partners and monitoring progress towards outcome metrics.

2. Describe how community members with lived experience are represented or engaged by the Community Quarterback organization and any organizational processes that ensure community members have a voice in the organization or proposed activities.

3. Describe the infrastructure, staffing, competencies, or assets that demonstrate the Community Quarterback's capacity to provide daily management and aligned revenue sources to cover operational expenses associated with the ENOUGH Initiative, including prior experience braiding or distributing funds. If using a [Fiscal Sponsor](#), briefly describe the experience and achievements that qualify that organization to serve as the fiscal sponsor for the ENOUGH Grant Program.

4. Describe how the Community Quarterback will connect proposed activities to community assets and other collaborative efforts (including programs already provided from Federal, State and local sources) within, or accessible to, the community.

5. Detail how the Community Quarterback organization plans to solicit input from partner organizations and how decisions will be made across partners.

6. *Complete and attach the [Leadership Team Table](#).*

PART 2 | Capacity for Collaborative Action

2-A. Partner Engagement and Community Co-Creation

1. Describe existing partnerships and how you currently collaborate to advance outcomes in ENOUGH Result Areas.

2. Detail how local community residents and community leaders have been involved in foundational work and preparing this application.

3. Please identify key organizations and institutions that are not currently engaged, and how you would bring them into the ENOUGH partnership.

4. *Attach Letters of Commitment from the three required partner organizations.*

2-B. Governance Structure

1. Describe what exists as an effective governance structure, including the system for holding partners accountable **OR** how the partnership will develop this structure.

2. Describe how the partnership will develop clear roles for youth, families, people, and groups with lived experience and/or are most impacted by decisions locally.

3. *Complete and attach the Partner Organizations Table.*

2-C. Data Capacity and Fiscal Infrastructure

1. Describe how the partnership uses and shares or will use and share data to inform efforts, promote transparency and accountability, and monitor progress towards shared goals.

2. Identify any existing or planned technology platforms, data systems, or financial management software that is currently used, or will be used, by the partnership to:
   a. create a connected continuum of services designed to support children living in poverty and their families,
   b. manage and/or distribute public or philanthropic funds,
   c. monitor progress on priority outcomes, or
   d. improve the partnership's capacity for collaborative action.

2-D. Challenges and Gaps

1. Identify and describe any anticipated barriers, challenges, or gaps that may be encountered when analyzing the needs of the community and engaging in a participatory community planning process.

PART 3 | Needs Analysis and Proposed Plan

3-A. Plans for Community Assessment and Capacity Building

1. Describe the specific partnership development processes and capacity building activities you would implement if awarded ENOUGH funds and technical assistance.

2. Identify existing data tools, asset mapping, needs assessments, and gap analyses that could be leveraged to advise your ENOUGH community needs assessment.

3. Describe the needs of organizations (direct service providers and partners) within the focus community and how forming the ENOUGH partnership will enhance their capacity to improve conditions for children and families in this community.

TRACK 2: PLAN DEVELOPMENT

PART 1 | Community and Community Quarterback

1-A. Community Geography and Profile

Requirement: Eligible partnerships must serve communities with the greatest concentrations of generational poverty, defined by a Census tract(s) with 30% or more of children living in poverty and served by a community school with a concentration of poverty of 80% or more.

1. Identify the community and geographic boundaries of the community you propose to serve.

2. Describe the residents and families who live in the focus community and the student profile for the local community school serving the community, including the racial/ethnic and socio-economic demographics.

3. Provide a brief history of the partnership's engagement in the community and how the partnership is currently delivering services or engaging individuals who live and work in the geographic boundaries identified.

1-B. Community Quarterback Qualifications and Leadership Role

Requirement: Each community must identify a [Community Quarterback](#) organization that will be responsible for coordinating across partner organizations and driving plan implementation.

1. Provide a brief description of the experience and achievements of the Community Quarterback that qualify the organization to serve in this role, including examples of prior success in similar leadership roles that required coordination across partners and monitoring progress towards outcome metrics.

2. Describe how community members with lived experience are represented or engaged by the Community Quarterback organization and any organizational processes that ensure community members have a voice in the organization or proposed activities.

3. Describe the infrastructure, staffing, competencies, or assets that demonstrate the Community Quarterback's capacity to provide daily management and aligned revenue sources to cover operational expenses associated with the ENOUGH Initiative, including prior experience braiding or distributing funds. If using a [Fiscal Sponsor](#), briefly describe the experience and achievements that qualify that organization to serve as the fiscal sponsor for the ENOUGH Grant Program.

4. Describe how the Community Quarterback will connect proposed activities to community assets and other collaborative efforts (including programs already provided from Federal, State and local sources) within, or accessible to, the community.

5. Detail how the Community Quarterback organization plans to solicit input from partner organizations and how decisions will be made across partners.

6. *Complete and attach the [Leadership Team Table](#).*

PART 2 | Capacity for Collaborative Action

2-A. Partner Engagement and Community Co-Creation

1. Describe key partner organizations' experience conducting work similar to what is being proposed (e.g., needs assessments, asset mapping, cross-sector service integration and/or braiding/blending of resources). Include any data demonstrating effectiveness of these prior efforts.

2. Provide examples of how the partnership has achieved impact through *collaborative action* or how engaged partners have worked together to influence systems and structures that drive the ENOUGH Result Areas.

3. Describe how a community-based non-profit organization, a local public school, and at least one local government entity have been engaged in driving consensus toward a shared vision with community voices at the center.

4. Describe existing partnerships and how community leaders have been involved in foundational work and preparing this application.

5. *Attach signed partnering agreement (e.g., MOU/MOA) that includes clear roles, responsibilities, and commitments for engaged partners.*

2-B. Governance Structure

1. Describe what exists as an effective governance structure, including the system for holding partners accountable to each other and to the community residents.

2. Provide examples of how the partnership has clear roles for youth, families, people, and groups with lived experience and/or are most impacted by decisions locally.

3. Describe the strengths and opportunities that exist in your current partnership leadership team, including how the leadership team represents a diversity of perspectives, cultures, systems, experiences, and/or positions.

4. *Complete and attach the [Partner Organizations Table](#).*

5. *Attach documentation that demonstrates the partnership governance structure (e.g., organizational chart, data sharing agreements, etc.) These can be included as attachments under "Additional Supporting Documents."*

2-C. Data Capacity and Fiscal Infrastructure

1. Describe how the partnership uses and shares data to inform efforts, promote transparency and accountability, and monitor progress towards shared goals.

2. Identify any existing or planned technology platforms, data systems, or financial management software that is currently used, or will be used, by the partnership to:
    a. create a connected continuum of services designed to support children living in poverty and their families,
    b. manage and/or distribute public or philanthropic funds,
    c. monitor progress on priority outcomes, or
    d. improve the partnership's capacity for collaborative action.

2-D. Challenges and Gaps

1. Identify and describe any anticipated barriers, challenges, gaps, or constraints that may be encountered when carrying out proposed activities.

2. For each identified barrier, challenge, or gap, describe potential solutions and how ENOUGH grant funds would bridge gaps and/or strengthen the partnership's collaborative capacity to address anticipated barriers and challenges.

PART 3 | Needs Analysis and Proposed Plan

3-A. Preliminary Community Needs Assessment and Opportunities

1. Outline the steps that the partnership is taking at the time of the application to identify the needs of the community and engage in a community-driven planning process aligned with one or more ENOUGH Result Areas.

2. Identify existing data tools, asset mapping, needs assessments, and gap analyses that could be leveraged to advise the ENOUGH community needs assessment and asset mapping that will be conducted during the project period.

3. *Complete and attach the [Preliminary Community Needs Assessment](#).*

3-B. Plans for Comprehensive Asset Mapping and Needs Assessment

1. Describe how the partnership will prioritize outcome indicators using needs assessments, disaggregated data (including data from the [ENOUGH Data Dashboard](#)), and the perspectives and insights of community residents.

2. Describe how the broader partnership will identify additional community assets and other collaborative efforts (including programs funded by Federal, State, and local sources) within, or accessible to, the community.

3. What strategies and tactics will be used to specifically engage youth and families in participatory processes to shape planning and asset mapping activities?

4. *Complete and attach the [Project Work Plan Matrix](#).*

PART 4 | Leveraged Resources and Public Infrastructure

4-A. Leveraged Assets and Funding

1. Provide examples of community assets and other collaborative efforts (including programs funded by Federal, State and local sources) within, or accessible to, the community.

2. How will the activities/programs funded through ENOUGH complement and build on these assets within the community?

4-B. Sustainability Plan

1. Describe how the partnership engages funders/investors to support the Community Quarterback's operations and the collaborative work of the partners.

2. How does the partnership plan to sustain the momentum of this work after the grant period ends?

TRACK 3: IMPLEMENTATION

PART 1 | Community and Community Quarterback

1-A. Community Geography and Profile

Requirement: Eligible partnerships must serve communities with the greatest concentrations of generational poverty, defined by a Census tract(s) with more than 30% of children living in poverty and served by a community school with a concentration of poverty of 80% or more.

1. Identify the community and geographic boundaries of the community you propose to serve.

2. Describe the residents and families who live in the focus community and the student profile for the local community school serving the community, including the racial/ethnic and socio-economic demographics.

3. Provide a brief history of the partnership's engagement in the community and how the partnership is currently delivering services or engaging individuals who live and work in the geographic boundaries identified.

1-B. Community Quarterback Qualifications and Leadership Role

Requirement: Each community must identify a Community Quarterback organization that will be responsible for coordinating across partner organizations and driving plan implementation.

1. Provide a brief description of the experience and achievements of the Community Quarterback that qualify the organization to serve in this role, including examples of prior success in similar leadership roles that required coordination across partners and monitoring progress towards outcome metrics.

2. Describe how community members with lived experience are represented or engaged by the Community Quarterback organization and any organizational processes that ensure community members have a voice in the organization or proposed activities.

3. Describe the infrastructure, staffing, competencies, or assets that demonstrate the Community Quarterback's capacity to provide daily management and aligned revenue sources to cover operational expenses associated with the ENOUGH Initiative, including prior experience braiding or distributing funds. If using a [Fiscal Sponsor](#), briefly describe the experience and achievements that qualify that organization to serve as the fiscal sponsor for the ENOUGH Grant Program.

4. Describe how the Community Quarterback will connect proposed activities to community assets and other collaborative efforts (including programs already provided from Federal, State and local sources) within, or accessible to, the community.

5. Detail how the Community Quarterback organization plans to solicit input from partner organizations and how decisions will be made across partners.

6. *Complete and attach the [Leadership Team Table](#).*

PART 2 | Capacity for Collaborative Action

2-A. Partner Engagement and Community Co-Creation

1. Describe key partner organizations' experience conducting work similar to what is being proposed (e.g., needs assessments, asset mapping, cross-sector service integration and/or braiding/blending of resources). Include any data demonstrating effectiveness of these prior efforts.

2. Provide examples of how the partnership has achieved impact through *collaborative action* or how engaged partners have worked together to influence systems and structures that drive the ENOUGH Result Areas.

3. Describe existing partnerships and how community leaders have been involved in foundational work and preparing this application, including how a local public school and at least one local government entity have been engaged in driving consensus toward a shared vision with community voices at the center.

4. Describe how additional partners have been identified to create a large, diverse partnership that drives the ENOUGH Result Areas.

5. *Attach signed partnering agreement (e.g., MOU/MOA) that includes clear roles, responsibilities, and commitments for engaged partners.*

2-B. Governance Structure

1. Describe what exists as an effective governance structure, including the system for holding partners accountable to each other and to the community residents.

2. Provide examples of how the partnership has clear roles for youth, families, people, and groups with lived experience and/or are most impacted by decisions locally.

3. Describe the strengths and opportunities that exist in your current partnership leadership team, including how the leadership team represents a diversity of perspectives, cultures,

systems, experiences, and/or positions.

4. *Complete and attach the [Partner Organizations Table](#).*

5. *Attach documentation that demonstrates the partnership governance structure (e.g., organizational chart, data sharing agreements, etc.) These can be included as attachments under "Additional Supporting Documents."*

2-C. Data Capacity and Fiscal Infrastructure

1. Describe how the partnership uses and shares data to inform efforts, promote transparency and accountability, and monitor progress towards shared goals.

2. Identify any existing or planned technology platforms, data systems, or financial management software that is currently used, or will be used, by the partnership to:
   a. create a connected continuum of services designed to support children living in poverty and their families,
   b. manage and/or distribute public or philanthropic funds,
   c. monitor progress on priority outcomes, or
   d. improve the partnership's capacity for collaborative action.

2-D. Challenges and Gaps

1. Identify and describe any anticipated barriers, challenges, gaps, or constraints that may be encountered when carrying out proposed activities.

2. For each identified barrier, challenge, or gap, describe potential solutions and how ENOUGH grant funds would bridge gaps and/or strengthen the partnership's collaborative capacity to address anticipated barriers and challenges.

PART 3 | Needs Analysis and Proposed Plan

Requirement: Track 3: Implementation Applicants are expected to have developed a Neighborhood Action Plan based on community asset mapping and needs assessment. Neighborhood Action Plan strategies should:
- *Build on and incorporate existing programs in your community;*
- *Involve community partners wherever possible;*
- *Demonstrate that the strategies proposed are research and evidence-based; and*
- *Show how the strategies proposed are interlinked and part of a continuum of service delivery, addressing all ENOUGH Results Areas and benefiting families of children living in poverty.*

3-A. Neighborhood Action Plan

1. Describe proposed [Neighborhood Action Plan](#) strategies that will advance community-specific initiatives within each of the four (4) ENOUGH Result Areas over the multi-year project period. Detail activities that will be accomplished in the first 6 months of the project, including how members of the Partnership will contribute to early success, and how these activities will immediately advance ENOUGH Result Areas.

2. Articulate the long-term goals of the Neighborhood Action Plan, including how successful implementation will improve the partnership's capacity for collaborative action and strengthen resident engagement in local decision-making.

3. Identify the total number of children the Partnership plans to serve during the project period and how you plan to grow that number over time (if the initial plan does not serve all children living in poverty in the community).

4. Complete and attach the Project Work Plan Matrix for Track 3: Implementation. For each key activity/program, identify the lead partner or access point, focus population, leveraged assets/funding, and timeframe for the multi-year project period.

5. Using the Logic Model Template identify at least one Outcome Indicator for each ENOUGH Result Area, corresponding progress measures the partnership will track, proposed strategies and practices, immediate activities planned during the project period, and long-term goals / impact. Progress measures can include both public data sets (e.g., ENOUGH Data Dashboard) and those developed and tracked by the partnership.

6. Using the Evidence Based Programs Table, identify which of the proposed interventions or programs have a documented evidence basis, and include source citations for the evidence (research study, clearinghouse database, etc.) See Appendix G for clearinghouse resources focused on identifying and evaluating evidence-based programs. Include the Evidence Based Programs Table as an application attachment for bonus review points.

3-B. Data-Driven Needs Assessment and Prioritized Outcomes

1. Describe the process that the partnership used to prioritize outcome indicators using needs assessments, disaggregated data (including data from the ENOUGH Data Dashboard), and the perspectives and insights of community residents.

2. Describe how the partnership has identified tangible and intangible resources and assets that contribute to quality of life for children and families in the focus community.

3. Provide examples of networks, strategies, and/or tactics that were used to engage local youth and families in community asset mapping and needs analysis.

4. Identify any *applicant-identified* indicators or metrics in your Logic Model for the Neighborhood Action Plan (those not included in the ENOUGH Data Dashboard). Describe how these applicant-identified measures address systemic inequities and opportunity gaps and the proposed method of data capture and analysis.

5. Outline the steps that the partnership is taking at the time of the application to address the needs and gaps identified in the community needs assessment.

6. *Attach supporting documentation of current community needs assessments, planning activities, asset maps, data-sharing agreements, and/or strategic plans (as applicable).*

PART 4 | Leveraged Resources and Public Infrastructure

4-A. Leveraged Assets and Funding

1. Describe community assets and other collaborative efforts (including programs funded by Federal, State and local sources) within, or accessible to, the community. How will the activities/programs funded through ENOUGH complement and build on these assets within the community?

2. How will ENOUGH activities connect individuals to existing government benefits and state services like nutrition assistance, Medicaid, Child Tax Credit, Earned Income Tax Credit, Temporary Cash Assistance / Temporary Assistance for Needy Families (TANF) or employment assistance?

4-B Sustainability Plan

3. Describe how the partnership engages funders/investors to support the Community Quarterback's operations and the collaborative work of the partners.

4. How does the partnership plan to sustain the momentum of this work after the grant period ends?

6. Review Criteria

Reviewers will score ENOUGH applications based on the review criteria below.

1. **PART 1 | Community and Community Quarterback**

1-A. The extent to which the partnership has established deep, long-standing connections and trusting relationships in the focus community, and the proposed geographic boundaries focus on a community with the greatest concentrations of generational poverty. The extent to which the scale and scope of the focus geography is appropriate and feasible to advance the ENOUGH Theory of Action.

1-B. The extent to which the Community Quarterback organization demonstrates a commitment to community member leadership and has the experience, capacity, readiness, authority, and infrastructure to provide daily management and revenue to cover operational expenses; lead coordination across partner organizations; drive project implementation; braid and blend funds; and track outcome, progress, and systems measures – or do so through a fiscal sponsor.

2. **PART 2 | Capacity for Collaborative Action**

2-A. The extent to which the partnership demonstrates experience and prior success achieving impact through collaborative action; provides clear examples and evidence of how community residents with lived experience drive decision-making; and leverages the assets, networks, and resources of a public school and local government entity. For Track 2 and Track 3, the extent to which the formal partnering agreement articulates a shared vision and details clear roles, responsibilities, competencies, and commitments for a broad cross-sector coalition of partners.

2-B. The extent to which the partnership has engaged a broad range of sectors, systems, institutions, and organization types pertinent to advancing outcomes in the ENOUGH Result Areas; the effort is led by a diverse and experienced leadership team with authoritative roles for youth, families, people and groups with lived experience; and the application clearly describes, and provides documentation of, a robust governance structure for aligning partners, addressing challenges, tracking data, and deploying resources.

3. **PART 3 | Needs Analysis and Proposed Plan**

Track 1: Partnership Development Review Criteria

3-A. The extent to which the partnership identifies multiple, existing analyses of community assets, needs, and gaps; and articulates clear priorities for investing funds in specific partnership development processes and capacity building activities that are likely to improve the partnership's ability to influence outcome indicators in at least one (1) ENOUGH Result Area.

Track 2: Plan Development Review Criteria

3-A. The extent to which the partnership has identified and synthesized previous analyses of community assets, needs, and gaps in at least three (3) ENOUGH Result Areas; demonstrates readiness and capacity to engage in community-driven planning and collaborative action in all

four ENOUGH Result Areas; and has the data tools and established resident engagement structures to conduct comprehensive asset mapping and community needs assessment.

3-B. The extent to which the partnership clearly details the methodology, infrastructure, capacity, and expertise to conduct a comprehensive asset mapping and needs assessment for the focus community that includes analyzing systems and indicators associated with all four ENOUGH Result Areas, including an assessment of physical, behavioral, mental health, education, housing, economic, and safety needs of the community; demonstrates deep understanding and commitment to engaging youth and families in participatory processes; has established practices and structures in place to solicit and integrate the perspectives and insights of community residents in planning and asset mapping activities; and articulates concrete strategies for identifying other collaborative efforts and leveraging multiple revenue streams and public assets.

Track 3: Implementation Review Criteria

3-A. The extent to which the partnership has designed a comprehensive, detailed Neighborhood Action Plan addressing all four ENOUGH Result Areas that includes: (1) immediate action items and long-term goals for the community; (2) geographic boundaries for requested state investment; (3) evidence-based strategies and interventions that are tied to clear outcome metrics across ENOUGH Result Areas; (4) processes for ongoing progress monitoring, ensuring mutual accountability, and engaging community leadership; (5) identification of the community-based organizations, municipal entities, and anchor institutions engaged in the planning process and their proposed roles for implementation; and (6) evidence that community residents were actively involved in developing the plan. Immediate activities proposed for the first 6 months of the grant project period advance all Result Areas and actively coordinate and engage multiple partners. The Neighborhood Action Plan logic model connects proposed strategies and activities to long-term goals using publicly available data sets, evidence-informed frameworks, existing needs assessments, and local assets discovered using participatory processes. The applicant clearly demonstrates how successful implementation of the Neighborhood Action Plan will improve conditions for children living in poverty and their families, increase the partnership's capacity for collaborative action, and strengthen resident engagement in local decision-making.

3-B. The extent to which the partnership has conducted comprehensive asset mapping and data-driven needs assessment for the focus community in all four ENOUGH Result Areas, including an assessment of physical, behavioral, mental health, education, housing, economic, and safety needs of the community; provided evidence and clear details regarding the methodology of the community asset mapping and needs assessment that included examination of disaggregated data and engagement of youth and families living in the community to prioritize local needs and guide steps towards action; and has clear, evidence-informed rationale and reliable baseline data for any applicant-identified measures.

4. PART 4 | Leveraged Resources and Infrastructure

Track 2: Plan Development <u>and</u> Track 3: Implementation Review Criteria

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4-A. The extent to which the application details strategies, opportunities, concrete community assets and specific revenue streams and funding commitments (including current state and Federal awards received by the Community Quarterback) that will be leveraged to develop

partnership infrastructure, fill gaps, and create a continuum of programs in all four ENOUGH Result Areas; and articulates clear tactics and practical access points for connecting individuals to government benefits and state services.

4-B. The extent to which the partnership has demonstrated success, detailed strategies, and established relationships with funders and investors to support the Community Quarterback's operations and the collaborative work of the partners; as well as a clear plan for sustaining the momentum of the work to continue to achieve outcomes across all ENOUGH Result Areas after the grant period ends.

5. Project Budget

The extent to which the Budget and Budget Narrative detail project costs that are allowable, feasible, relevant, and appropriate given the scale and scope of proposed activities.

Application Component	Track 1 Maximum Points	Track 2 Maximum Points	Track 3 Maximum Points
1. Community and Community Quarterback			
1-A. Community Geography and Profile	15	5	5
1-B. Community Quarterback Qualifications and Leadership Role	5	10	10
2. Capacity for Collaborative Action			
2-A. Partner Engagement and Community Co-Creation	25	15	15
2-B. Governance Structure	10	10	20
2-C. Data Capacity and Fiscal Infrastructure	5	10	10
2-D. Challenges and Gaps	5	5	5
3. Needs Analysis and Proposed Plan			
3-A. Plans for Community Assessment and Capacity Building (Track 1) 3-A. Preliminary Community Needs Assessment and Opportunities (Track 2) 3-A. Neighborhood Action Plan (Track 3)	30	10	40
3-B. Plans for Comprehensive Asset Mapping & Needs Assessment (Track 2) 3-B. Data-Driven Needs Assessment and Prioritized Outcomes (Track 3)	N/A	20	20
4. Leveraged Resources and Infrastructure			
4-A. Leveraged Assets and Funding	N/A	5	10
4-B. Sustainability Plan	N/A	5	10
5. Project Budget			

Budget and Budget Narrative	5	5	5
TOTAL POINTS AVAILABLE	100	100	150
Bonus Points for Evidence Based Programs Table			*5*

Crosswalk of Attachments to Review Criteria

Application Attachment	Review Criteria
Leadership Team Table	1-B
Letters of Commitment/Partnering Agreement	2-A
Partner Organizations Table	2-B
Preliminary Community Needs Assessment	3-A
Comprehensive Asset Mapping and Community Needs Analysis	3-A
Project Work Plan Matrix	3-B
Logic Model	3-B
Additional Supporting Documents	2-B, 3-A
Evidence Based Programs Table	(Bonus Points)

Financial Due Diligence. The Governor's Office for Children (GOC) staff perform a cost analysis of each recommended project to ensure that costs clearly relate to the activities and objectives of the project, are reasonable, allowable, and allocable. Budget requests may be altered or reduced based on this review.

Appendix A | Definitions

Authorized Official: The Authorized Official must possess the authority to enter into a legal agreement on behalf of the entity and bind it to the award terms and conditions. The Authorized Official on the submitted application is the head of the entity receiving the grant.

Collaborative Action: When community leaders and organizational partners collectively adopt aligned tools, processes, and skill sets to make powerful contributions that shift policies, practices, resources, and power structures leading to more equitable outcomes. Partnerships often form networks or collaboratives that focus on improving particular outcomes or eliminating disparities in a system. Collaborative action requires that community members come together to collect, interpret, and act on local data in a continuous process of improvement and iteration to drive outcomes for agreed upon priorities. They use continuous improvement practices to test strategies, with the goal of scaling what works and shifting or abandoning what doesn't.

Communities: Recognizing that communities (including neighborhoods) are resident-identified social constructs with variable and dynamic geographic markers and characteristics, the ENOUGH Grant Program requires that applicants identify the community(ies) of focus using verifiable geographic boundaries such as Census tracts, city blocks, street boundaries, government-endorsed "zones," or planning districts.

Community-Based Organization: A community-based organization is an organization that is responsive to, and governed by, community residents. By that we mean:
- It is preferred that the governing body and/or staff leadership include community members and individuals with lived experience;
- The organization has a strong, established presence in the prioritized community;
- Priority issue areas are identified and defined by residents;
- Solutions to address priority issues are developed with residents; and
- Program design, implementation, and evaluation components have residents intimately involved, in leadership positions with authority to make critical decisions.

Community Quarterback (lead applicant): The Community Quarterback may be any of the following: community-based organization; non-profit organization; local government organization; Local Management Board; or Community Action Agency. The Community Quarterback organization should have deep relationships in the focus community and the capacity to drive implementation across multiple partners. The Community Quarterback will be responsible for coordinating partner organizations and, under Tracks 2 and 3, the responsible entity for driving Neighborhood Action Plan planning, development, and implementation. The Community Quarterback must have capacity to administer grant funds and generate reporting data or demonstrate that these functions can be executed through a partnership with a fiscal sponsor. The Community Quarterback (or the fiscal sponsor where relevant) will serve as the primary grant recipient, but may transfer, subcontract, or sub-grant funds to Partnership member organizations to accomplish grant-funded activities.

Community School: A local public school that establishes a set of strategic partnerships between the school and other community resources that promote student achievement, positive learning conditions, and the well–being of students by providing wraparound services. A community school is a whole school model designed to promote positive, equitable outcomes by providing students and families with the physical and mental health, academic, and extracurricular supports needed to thrive. In Maryland, community schools receive annual, formula-based Concentration of Poverty Grants (CPGs). Eligibility is based on the four-year average of the percentage of the school's students living in poverty, as determined by compensatory education enrollment. See also the Blueprint for Maryland's Future.

ENOUGH Partnership Collaborative: The ENOUGH Partnership Collaborative (Partnership) <u>must</u> include at least one community-based non-profit organization, one local government entity, and one local public school as core partners. Partnerships may include, among others, local community leaders and residents, faith-based organizations, businesses and employers, unions or worker organizations, local government, tribal entities,

institutions of higher education, health care and care management organizations, community development organizations (like Community Development Enterprises or Community Development Financial Institutions), philanthropy and donor collaboratives, civic groups, entrepreneur support organizations, workforce investment boards, chamber organizations, local law enforcement and justice system offices, schools and school districts, community-based organizations, community-based non-profit organizations and other non-profit partners.

The term "local" for partnership members means residing in the defined eligible area or serving members of the defined community. The community school serving the geography should be a member of the partnership, but another local public school may serve as the required local public school.

Fiscal Officer: The person who will be responsible for financial reporting and record keeping for the project. The Fiscal Officer is a primary contact for the grant who will receive communications from the Office and will be responsible for disseminating information to others within the Applicant Agency as needed.

Fiscal Sponsor: An entity with capacity to manage the financial stewardship, reporting, and compliance aspects of an awarded grant. This can be the Community Quarterback, a non-profit or county/municipal government or quasi-government actor, including a Local Management Board or Community Action Agency. The fiscal sponsor for the grant must have the capacity to:
- Implement controls to ensure that grant funds are expended in ways consistent with legislative requirements and the commitments made in the application or otherwise negotiated upon award.
- Track and report data across outcome indicators and progress measures.
- Support community groups in building capacity to participate in the ENOUGH activities – including their "back office" capacity to administer grant funds and generate reporting data.
- Identify and braid in other funding sources in alignment with the ENOUGH award.

Leadership Team: A formal leadership team that is representative of the key partner organizations with authority to review and act on progress and outcome data, promote equitable governance structures, and advise the Community Quarterback to carry out all legislative requirements of the ENOUGH Grant Program. At a minimum, the leadership team must include the three required core partners and may also include representatives from other partner organizations and community members.

Lived Experience: Refers to understanding yielded from an individual's human experiences, personal identities, history, and options. People with lived experience are those directly affected by social, economic, health, or other issues and by the strategies that aim to address those issues. This gives them insights that can inform and improve systems, research, policies, practices, and programs. Centering lived experience helps develop a deeper understanding of the conditions affecting certain populations, the solutions that are most appropriate for those impacted by the issue, and the potential harm or unintended consequences of actions.

Local Government Entity: This may include: (A) a county, municipality, city, town, township, local public authority, special district, intrastate district, council of governments, regional government entity, or agency or instrumentality of a local government; (B) a state-recognized Indian tribe or authorized tribal organization; or (C) a rural community, unincorporated town or village, or other public entity, for which an application for assistance is made by a political subdivision of the State.

Local Management Board (LMB): LMBs were established to change the way services are provided to Maryland children and their families. They identify priorities and target resources for their assigned jurisdiction's communities, while also coordinating child and family services and administering state resources. LMBs improve coordination across agencies and ensure local stakeholders are empowered to drive local priorities. There is an LMB jurisdiction in each Maryland county and in Baltimore City.

Memorandum of Understanding (MOU) or Memorandum of Agreement (MOA): Applicants to Track 2: Plan Development and Track 3: Implementation must submit a formal partnering agreement (MOU/MOA) signed by all organizational partners that: (1) defines the purpose or vision of the cross-sector partnership as it relates to

place-based work conducted in the focus community; (2) details the roles, responsibilities, and commitments of partnering organizations; and (3) describes any agreed upon norms or protocols related to collaborative decision-making, establishing and refining partnership priorities, community engagement, data sharing, equitable practices, or other mutual understandings or agreements. The MOU/MOA does not have to be developed specifically for the ENOUGH Grant Program application, but it should be broad enough to cover proposed grant-funded activities.

Neighborhood Action Plan: A community-driven, place-based plan of action that was developed based on a comprehensive asset mapping and needs analysis, including an assessment of physical, behavioral, mental health, education, housing, economic, and safety needs of the community. A Neighborhood Action Plan should include: (1) immediate action items and long-term goals for the community; (2) geographic boundaries for requested state investment; (3) evidence-based strategies and interventions that are tied to clear outcome metrics across ENOUGH Result Areas; (4) processes for ongoing progress monitoring, ensuring mutual accountability, and engaging community leadership; (5) identification of the community-based organizations, municipal entities, and anchor institutions engaged in the planning process and their proposed roles for implementation; and (6) evidence that residents were actively involved in developing the plan. The Neighborhood Action Plan should include a detailed Work Plan and Logic Model, and should acknowledge and supplement existing needs assessments, including those conducted for the community school serving the eligible community. Neighborhood Action Plans developed for the purposes of the ENOUGH Initiative and ENOUGH Grant Program are subject to approval by the GOC.

Outcome Indicator: The population-level data point which helps quantify the amount of impact a strategy has yielded within a particular Result Area. Outcome indicators show what has increased/decreased/improved, by how much, and for whom. Outcome indicators are often longer-term, and it may take time to see results. Examples include, increased high school graduation rates, decreased infant mortality, increased household income, and reductions in crime.

Progress Measure: The measure or metric that tells us how well a program, agency, or services system is working and if the project is on track to succeed as planned. Progress measures are often more immediate and can be tracked throughout the duration of a project. They can also help identify when to look for problems and consider tactical pivots during implementation. Examples of progress measures include increased access to after-school programs, increased reported consumption of nutritious food, increased enrollments in job training, increased availability of affordable housing.

Project Director: The person who will be responsible for oversight and administration of the project on behalf of the applicant organization.The Project Director is a primary contact for the grant who will receive communications from the Office and will be responsible for disseminating information to others within the Applicant organization as needed.

Result Area: Aligned with the ENOUGH Theory of Action, Result Areas describe the broader systems, structures, and social determinants that will be changed or improved through ENOUGH. Collectively, the Result Area indicators describe the condition of well-being for children, families, or the focus community. ENOUGH Results Areas include Cradle-to-Career Education, Healthy Families, Economically Secure Families, and Safe and Thriving Communities.

Systems Measure: A data point used to assess the performance and functionality of a system to equitably deliver information, benefits, and/or services to a population. System measures are qualitative and quantitative measurements that can reveal inequities in how resources, decision-making power, and opportunities are distributed to inform policies and practices within institutions, organizations, and programs that are interdependent and/or related. When systems measures are coupled with individual indicators, institutions and organizations can be held accountable to create conditions where every child, every family, and every community member has the opportunity to thrive regardless of race or place.

Appendix B | Track Qualifying Criteria

Each track of the ENOUGH Grant Program has minimum qualifying criteria to apply, progressing from Track 1: Partnership Development to Track 2: Plan Development, and, finally, Track 3: Implementation. Consult the ENOUGH Track Selector decision tool and the information below to evaluate your application track.

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

Criteria Required to Qualify			
Criteria	**Track 1: Partnership Development**	**Track 2: Plan Development**	**Track 3: Implementation**
Meets Community Eligibility Criteria	Yes	Yes	Yes
Community Quarterback	Yes	Yes	Yes
Partnership Collaborative	No	Yes	Yes
Community Assets and Needs Assessment	No	No	Yes
Neighborhood Action Plan	No	No	Yes

Appendix C | Notice of Intent to Apply [Form Preview]

To begin the application process, applicants must submit a [Notice of Intent to Apply](). Applicants submitting the Notice of Intent by **July 19, 2024** will receive a Community-specific data dashboard in early August 2024 and will be notified of technical assistance and training opportunities in the pre-award period.

In order to submit a Notice of Intent to Apply, the individual completing the submission will need a Google/Gmail account.

Information submitted for the Notice of Intent to Apply is not binding but will be used to guide pre-application technical assistance offerings and proposal review processes. Form questions are previewed below.

1. **Which application track are you considering?**
   - Track 1: Partnership Development
   - Track 2: Plan Development
   - Track 3: Implementation

2. **Which ENOUGH Result Areas have the greatest community support or activated leadership in your focus community?**

   - Cradle to Career Education
   - Healthy Families
   - Economically Secure Families
   - Safe and Thriving Communities
   - Not Sure

3. **Identify the community of focus, including the name and verifiable geographic markers (Census tract(s), zip code, and/or street boundaries).** See the [ENOUGH Initiative: Community Eligibility Map]().

4. **In which county is this community located?**

5. **What is the geography of your focus community?**

   - Urban
   - Rural
   - Suburban

6. **Provide a brief summary of the proposed project, activities, or strategies that are being considered to support the focus community.** This is intended to be a high level summary with just a few sentences. *(250 words or less)*

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7. **Identify the potential Community Quarterback (Lead Applicant), authorized official, and project director.** The Community Quarterback organization is presumed to be responsible for compliance, reporting, and financial stewardship of the grant award, but a separate Fiscal Sponsor organization is permitted.

   - Organization name, website URL, and mailing address
   - Name, title, telephone number and email address of the Authorized Official
   - Name, title, telephone number and email address of the Project Director (if different)

8. **Identify the local community school(s) serving the focus community.**

9. **Based on the guidance included in this NOFO, what areas of capacity building or technical assistance expertise would be most beneficial to you? [Select All that Apply]**

- Community Quarterback expectations and role
- Partnership development and collaborative governance structures
- Community engagement and participatory planning processes
- Community asset mapping and needs assessment
- Developing the Neighborhood Action Plan
- Identifying and blending leveraged funds (Federal, state, local and private)
- Locating and implementing evidence-based programs
- Data sharing and analysis for planning and progress monitoring
- Budget development and predicting project costs
- Grant proposal writing
- Measuring or understanding program impact
- Cradle to career education
- Healthy families
- Economically secure families
- Safe and thriving communities

10. **What is your preferred format for receiving technical assistance support? [Select All that Apply]**

- On-demand, self-paced learning modules
- Toolkits and reading resources
- Live webinars with recordings and slide decks available after the event
- Message boards and online forums
- 1:1 and small group coaching sessions
- Learning cohort with peers

Appendix D | Application Cover Page [Form Preview]

The Application Cover Page is embedded in the online submission system as a series of form fields to be completed prior to uploading application materials. The individual completing the grant submission will need a Google/Gmail account. Form field questions for the Application Cover Page questions are previewed below.

Application Track [Choose One]:
- Track 1: Partnership Development
- Track 2: Plan Development
- Track 3: Implementation

Section 1: Community Quarterback Organization (Lead Applicant)

- Organization Name: [text]
- Year Formed: [text]
- Employer Identification Number (EIN): [text]
- Website: [text]
- Address: [text]
- City: [text]
- State: [text]
- Zip: [text]
- Telephone: [text]
- Authorized Official Name: [text]
- Authorized Official Email: [text]
- Project Director Name: [text]
- Project Director Email: [text]
- Fiscal Officer Contact Name: [text]
- Fiscal Officer Email: [text]

Section 2: Fiscal Sponsor (if different than the Community Quarterback)
- Organization Name: [text]
- Year Formed: [text]
- Employer Identification Number (EIN): [text]
- Website: [text]
- Address: [text]
- City: [text]
- State: [text]
- Zip: [text]
- Telephone: [text]
- Authorized Official Name: [text]
- Authorized Official Email: [text]
- Project Director Name: [text]
- Project Director Email: [text]
- Fiscal Officer Contact Name: [text]
- Fiscal Officer Contact Email: [text]

Section 3: Geographic Scope

- Please select the geographic description that best applies to your partnership scope. Options include:
    - Urban
    - Suburban
    - Rural

- Please list the name of the community, city(ies)/town(s), county, and census tract(s) included in the geographic scope that your partnership proposes to serve. See the [ENOUGH Initiative: Community Eligibility Map](#).

Community Name	City/Town(s)	County	Census Tract(s)
[text]	[text]	[text]	[text]

Section 4: Required Partnerships

Identify the primary contacts for three (3) required partner organizations.

Public School
- School Name: [text]
- Grades Served: [text]
- Website: [text]
- Address: [text]
- City: [text]
- State: [text]
- Zip: [text]
- Telephone: [text]
- School Principal Name: [text]
- School Principal Email: [text]
- District Superintendent Name: [text]
- District Superintendent Email: [text]
- Primary Contact Name: [text]
- Primary Contact Email: [text]

Local Government Entity
- Government Entity: [text]
- Department/Division Name: [text]
- Telephone: [text]
- Division Director Name: [text]
- Division Director Email: [text]
- Primary Contact Name: [text]
- Primary Contact Email: [text]

Community-Based Non-profit
- Organization Name: [text]
- Year Formed: [text]
- Website: [text]
- Address: [text]
- City: [text]
- State: [text]
- Zip: [text]
- Telephone: [text]
- Executive Director Name: [text]
- Executive Director Email: [text]
- Primary Contact Name: [text]
- Primary Contact Email: [text]

Appendix E | Track 1: Partnership Development Application Checklist and Templates

Track 1: Partnership Development Application Checklist	Format
● Application Cover Page	Form
● Project Narrative	Upload
● Line-item Budget and Narrative	Upload
● Leadership Team Table	Upload
● Partner Organizations Table	Upload
● Letters of Commitment from Required Partners	Upload
● Preliminary Community Needs Assessment: *Crosswalk of Existing Community Assessments and Opportunities for Action in ENOUGH Result Areas*	Optional Upload
● Project Work Plan	Optional Upload
● Memorandum of Understanding/Agreement (MOU/A) Signed by Partners	Optional Upload
● Additional Supporting Documents *Examples include organizational documents, current needs assessments, community planning activities, data-sharing agreements, or strategic plans.*	Optional Upload

Template Instructions: Download the template via the download link below, complete required information, and upload final documents as attachments in the ENOUGH Grant Program online submission.

Track 1: Partnership Development Templates	Access Link
● Project Narrative Template	Word
● Line-Item Budget and Budget Narrative for **Track 1: Partnership Development**	Excel
● Leadership Team Table	Word
● Partner Organizations Table	Word

Appendix F | Track 2: Plan Development Application Checklist and Templates

Track 2: Plan Development Application Checklist	Format
● Application Cover Page	Form
● Project Narrative	Upload
● Line-item Budget and Narrative	Upload
● Leadership Team Table	Upload
● Partner Organizations Table	Upload
● Preliminary Community Needs Assessment: *Crosswalk of Existing Community Assessments and Opportunities for Action in ENOUGH Result Areas*	Upload
● Project Work Plan for Track 2: Plan Development	Upload
● Memorandum of Understanding/Agreement (MOU/A) Signed by Partners	Upload
● Additional Supporting Documents *Examples include organizational documents, current needs assessments, community planning activities, data-sharing agreements, or strategic plans.*	Upload

Template Instructions: Download the template via the download link below, complete required information, and upload final documents as attachments in the ENOUGH Grant Program online submission.

Track 2: Plan Development Templates	Access Link
● Project Narrative Template	Word
● Line-Item Budget and Budget Narrative **Track 2: Plan Development**	Excel
● Leadership Team Table	Word
● Partner Organizations Table	Word
● Project Work Plan for **Track 2: Plan Development**	Word
● Preliminary Community Needs Assessment: *Crosswalk of Existing Community Assessments and Opportunities for Action in Result Areas*	Word

Appendix G | Track 3: Implementation Application Checklist and Templates

Templates below are intended to facilitate and streamline application development. Several of the templates are provided in Word and Excel formats for your convenience.

Track 3: Implementation Application Checklist	Format
● Application Cover Page	Form
● Project Narrative	Upload
● Line-item Budget and Narrative for Track 3: Implementation	Upload
● Leadership Team Table	Upload
● Partner Organizations Table	Upload
● Project Work Plan for Track 3: Implementation	Upload
● Memorandum of Understanding/Agreement (MOU/A) Signed by Partners	Upload
● Comprehensive Asset Mapping and Community Needs Analysis for Selected Outcomes in All Four (4) ENOUGH Result Areas	Upload
● Logic Model for Neighborhood Action Plan	Upload
● Evidence Based Programs Table	Upload
● Additional Supporting Documents *Examples include organizational documents, current needs assessments, community planning activities, data-sharing agreements, or strategic plans.*	Upload

Template Instructions: Download the template via the download link below, complete required information, and upload final documents as attachments in the ENOUGH Grant Program online submission.

Track 3: Implementation Templates	Access Link
● Project Narrative Template	Word
● Line-Item Budget and Budget Narrative for **Track 3: Implementation**	Excel
● Leadership Team Table	Word
● Partner Organizations Table	Word
● Project Work Plan for **Track 3: Implementation**	Word
● Logic Model for Neighborhood Action Plan	Word
● Evidence Based Programs Table (Optional for Bonus Points)	Word
● Resource: Clearinghouses and Ratings for Evaluating Evidence	Word

Appendix H | Budget Narrative Instructions

Each application must include a detailed budget including budget narratives in the provided budget template. The budget narrative column should provide sufficient detail to enable reviewers and the Governor's Office for Children (GOC) staff to understand how requested funds will be used and how costs were calculated or projected. The budget also provides an opportunity for the applicant to describe the proposed funding request in the context of leveraged resources and assets.

Funds awarded to the Community Quarterback as primary grantee may be transferred, subcontracted, or sub-granted to partners to accomplish proposed activities.

Matching Funds
- No matching funds are required, though Track 3: Implementation applicants are expected to detail plans and processes for identifying other sources of public and private funding to implement the Neighborhood Action Plan.
- All non-ENOUGH Grant Program revenue that is paid/awarded/administered to and by the Community Quarterback organization in support of a program/strategy/planning activity must be identified as one of the following types of leveraged resources.
    - Cash Contributions: Funding that flows directly through/to the Community Quarterback organization (or Fiscal Sponsor) to support ENOUGH Grant Program activities. This can include philanthropic funding, corporate earned revenue or funding; earned revenue or funding, and/or government revenue or funding.
    - In-Kind: Donation or provision of goods or services other than cash contribution. Examples include supplies, furniture, facilities or services/labor.

Ensuring Funds are Allowable, Allocable and Reasonable

Funds received, expended and/or sub-granted under the ENOUGH Grant Program must be monitored, tracked, and reported using Generally Accepted Accounting Principles, as well as systems and protocols in full compliance with the State of Maryland Finance and Procurement statutes. The Generally Accepted Accounting Principles - commonly known as GAAP - are a set of agreed-upon accounting standards that provide a framework for recording and reporting financial information. They ensure consistency and comparability in financial management among all organizations in the United States, both for-profit and non-profit. All direct costs must be reasonable, allowable, and allocable expenditures detailed by budget category and line item, as applicable.

Please provide an **itemized budget breakdown** for the grant period and the **basis for estimating the costs** of all cost categories, including personnel salaries, benefits, project staff travel, materials and supplies, consultants and subcontracts, indirect costs, and any other projected expenditures.

Personnel
Project personnel salaries, wages, and fringe benefits only. Include fees and expenses for consultants under the Contractual Services category. For each position, list salary and fringe benefits (e.g., employer-provided health insurance) as separate line items.

Note: You may request partial full-time Equivalent (FTE) compensation and benefits of existing staff, but Time and Effort reports (Timesheets) must be maintained for all personnel included in the grant project.

- For each salary line item, you must include the **full annual salary amount, the percentage of time that will be spent on the project, and the hourly rate.** Full-time weekly commitment is assumed to be 40 hours per week, and an hourly rate can be calculated using a person's annual salary divided by 2,080.
- Fringe benefits may not exceed 35% of reported salary costs. For each line item of personnel, please

connect the staff member's function and role to the activities described in your Project Narrative.

Example justifications based on the Personnel category:
- Justification (line 1): The Community Outreach Coordinator helps prepare, schedule, and develop training targeted for hospitals and other medical facilities. Annual salary is $60,000. She will be devoting 33.33% of her time to this project. We are requesting $60,000 *.3333 = $19,998, rounded to $20,000, in grant funds to support her time on this project. Her hourly rate is $28.85.
- Justification (line 2): Fringe benefits @ 10% of salary. $20,000 * .10 = $2,000
- Justification (line 3): The Community Outreach Trainer makes presentations at hospitals and other medical facilities. This position is supported with cash match funds from a private donor. Annual salary is $40,000. She will be devoting 25% of her time to this project. We are contributing $40,000 *.25 = $10,000 to support her time on this project. Her hourly rate is $19.23.
- Justification (line 4): Fringe benefits @ 10% of salary. $10,000 * .10 = $1,000

Operating Expenses
This includes project supplies, expendable materials, information technology, software, dedicated or allocable office rental, printing, telephone, fax, postage, photocopying, and other coordination and communication expenses. Provide calculation and rationale for each line item, including how the expense directly connects to activities described in the Project Narrative.

Travel
Travel expenses may include mileage and/or other transportation costs, meals, and lodging consistent with the local jurisdiction's travel regulations and may not exceed the State of Maryland reimbursement rate specified below.

For each line item entered, include a justification that ties that item to the activities described in the Project Narrative. **Dates for travel and training must be provided in the justification and must fall within the award period.**
- Mileage Reimbursement Allowance cannot exceed the $.67 cents/mile rate as of 1/1/2024.
  - Current mileage rates can be located at: Fleet Management Services
- Per Diem/Meal Allowance cannot exceed the State's Meal & Incidental Expenses Reimbursement Rates.
  - Current per diem rates can be located at: https://dbm.gov/Pages/MealTipReimbursement.aspx.
- Lodging Per Diem Allowance cannot exceed the U.S. General Services Administration (GSA) rates (excluding taxes).
  - Current lodging rates can be located at: Per Diem Rates | GSA.

Contractual Services
The contractual category should include consultant, service provider, and vendor contracts for services like training, evaluation, program delivery, or website design. Payments to an outside agency for the work of their employee(s) or any other services are considered Contractual Services. Include consultant fees, expenses, and travel costs in this category if the consultant's services are obtained through a written binding agreement or contract.

For this line item description, provide the agency (consulting firm, temporary agency, etc.), a dash, and then the nature of the service to be provided (e.g., Consultants ABC – training for Seminar). Each contractual line item requires the following budget narrative details:
- Identify the name(s) of the contracting party, including consultants, if available.
- Provide the cost per contractor.
- Provide the amount of time that the project will be working with the contractor(s).
- For professional services contracts, provide the amount of time to be devoted to the project, including the costs to be charged to this proposed grant award.
- Provide the basis for cost estimates or computations.

Note: For the Community Quarterback Budget, **partner organization** subcontract or sub-grant budgets are detailed in separate tabs that roll up into a "Partner Summary" tab. These partner budgets should not be included in the Community Quarterback's Contractual Services budget category.

Equipment
Equipment is defined as having a useful life in excess of one year and a procurement cost of $5,000 or more per unit. Costs may include taxes, delivery, installation and similarly related charges. Equipment with a unit cost less than $5,000 should be recorded in the 'Other' category (see below).

Indicate the cost of tangible, non-expendable personal property that has a usefulness greater than one year and acquisition costs that are the lesser of the capitalization level established by the applicant entity for financial statement purposes or $5,000 per article. Lower limits may be established to maintain consistency with the applicant's policy.

Equipment Calculation and Rationale
● Indicate the estimated unit cost for each item to be purchased.
● Identify each type of equipment.
● Provide the basis for cost estimates or computations.

Maintaining internal inventory records for equipment procured under this funding source is mandatory.

Other
Indicate all direct costs not covered above. Examples include food, facilities or event space rental (not rent/mortgage), and professional dues/subscriptions, and **equipment with a useful life less than one year and a procurement cost of less than $5,000**. *Do not include costs that are included in the indirect cost rate.*
● Provide the cost per item (e.g. food = $500, subscriptions = $100).
● Provide the basis for cost estimates or computations.

Allowable costs include:
● Food and beverages under the following circumstances:
  ○ Those incurred by Partnership members and employees traveling overnight on official Partnership business;
  ○ Bulk drinking water for coolers where tap water is not potable;
  ○ Those routine expenses for the operation of a program serving children and youth (e.g. snacks served to children on a regular basis at an out-of-school time program funded by the organization;
  ○ Meetings/focus groups/forums where the majority of attendees expected are family and/or youth; and/or,
  ○ Special events where the majority of attendees are not partnership members or staff or State/local Agency representatives.
● Gift Card expenditures (in any form or format) are allowable for incentives for participants attending meetings/focus groups/forums where:
  ○ Only the necessary number of gift cards are purchased based on the number of participants;
  ○ The organization, or its vendor/consultant, does not establish or maintain an inventory of gift cards; and,
  ○ The participants are families and or children/youth

Indirect Costs
● Up to 15% of Modified Total Direct Costs (MTDC)* may be requested for indirect costs if the grantee or sub-grantee is a non-profit organization.
● Indirect costs are those incurred for a common or joint purpose benefiting more than one cost objective, and not readily assignable to the cost objectives specifically benefited.

- Calculation of indirect costs must comply with [State Finance and Procurement Article § 2–208](#) of the Annotated Code of Maryland and the U.S. Office of Management and Budget (OMB) definition of Modified Total Direct Costs (MTDC) per the [OMB Guidance for Grants and Agreements](#).

*If there are no individual subcontracts over $50,000 then it is presumed that applicants may calculate indirect costs using their total project direct costs (Community Quarterback direct costs + partner budgets). If any single subcontract/sub-grant exceeds $50,000 you must "modify" the cost base by subtracting the amount over $50,000 from the total project direct cost base before calculating indirect cost. For example:
- A project with $300,000 total direct costs includes a $75,000 subcontract. To calculate indirect costs the applicant would subtract the extra $25,000 (amount above $50,000) from their total direct costs before calculating the 15% indirect line item. So they would use $275,000 x 0.15 = $41,250 in indirect costs.

Unallowable Costs
Funding from the Governor's Office for Children will not be used for unallowable costs including, but not limited to:
1. Alcoholic beverages;
2. Bad debts;
3. Contributions and donations to charitable organizations not in support of a defined activity;
4. Defense and prosecution of criminal and civil proceedings, claims, appeals and patent infringement;
5. Entertainment costs;Personal use by employees of organization-furnished automobiles (including transportation to and from work) and other assets;
6. Fines and penalties and interest on fines and penalties;
7. Assets, goods or services for personal use;
8. Interest on borrowed capital/lines of credit;
9. Costs of organized fundraising events (galas, auctions, tournaments);
10. Costs of investment counsel/management;
11. Lobbying;
12. Losses on other awards;
13. Renovation/remodeling and capital projects;
14. Gifts for Board members and/or Board employees;
15. Costs of training/technical assistance offered by consultants that the Office and/or the Children's Cabinet or one of its member Agencies makes available at no cost. A list of offerings will be made available by the Office;
16. Any plaque or item presented to a speaker, official, legislator, vendor, or other person in recognition of service provided with a value in excess of $50;
17. Any expenses relating to the establishment, maintenance or liquidation of foundation or other accounts used for the purpose of maintaining earned reinvestment and other State funds;
18. Investment fees and losses;
19. Flex fund expenditures;
20. For fee-for-service contracts, vendor staff vacation, sick leave and other leave time during which services were not provided.
21. Trinkets/promotional/giveaway items (e.g., pens, notepads, hats, mugs, portfolios, t-shirts, coins, gift bags, etc., whether or not they include the program/vendor name and/or logo).