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

ENOUGH ACTIVATE:
Accelerating Capacity, Tools, Infrastructure, Voice, Accountability, Training, and Engagement in ENOUGH Communities

Notice of Funding Opportunity (NOFO)
for practitioners and technical assistance providers to support the Engaging Neighborhoods, Organizations, Unions, Governments, and Households (ENOUGH) grant recipients and eligible communities

Round 1 Due Date: October 10, 2024
Round 2 Due Date: January 23, 2025

Funded by:
State of Maryland

Governor's Office for Children
45 Calvert Street
Annapolis, Maryland 25401
(410) 697-9235

Wes Moore, Governor
Aruna Miller, Lt. Governor
Carmel M. Martin, Special Secretary

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1. Executive Summary

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 supports community-driven, cross-sector **partnerships** in eligible urban, suburban, and rural communities as they plan and advance place-based strategies that reduce child poverty and increase economic mobility through collaborative action in [Result Areas](#) like education, health, wealth, and safety.

This Notice of Funding Opportunity (NOFO) seeks to identify qualified practitioners and technical assistance providers for **ENOUGH ACTIVATE: Accelerating Capacity, Tools, Infrastructure, Voice, Accountability, Training, and Engagement in ENOUGH Communities. The goal is to create a vibrant, diverse ecosystem of technical assistance support, resources, and practical expertise** that aligns with the ENOUGH [Theory of Action](#) and bolsters community capacity to plan and carry out activities detailed in the ENOUGH Grant Program [NOFO](#). Preference will be given to applicants with a history of working in Maryland communities, particularly Maryland-based applicants.

Services funded by this NOFO will be delivered to: (1) [ENOUGH Grant Program](#) Community Quarterback (lead applicant) grantees, (2) organizations engaged in cross-sector ENOUGH partnerships, (3) stakeholder groups or key constituencies identified by a local Community Quarterback or ENOUGH partnership, and (4) other anchor institutions or partnerships in high-poverty communities identified by the Governor's Office for Children (GOC). **Funds may not be used to deliver direct community-based services to individuals or to duplicate existing technical assistance and capacity building services funded by the GOC.**

ENOUGH ACTIVATE providers will deliver capacity building services at multiple levels of scale, frequency, and intensity to meet communities where they are and ensure that technical assistance support is coordinated, feasible, and effective. Examples of allowable capacity-building services, modalities, and deliverables include, among others:

- 1:1 organization support
- Small group coaching
- Broadcast trainings for a larger audience of end users (multiple communities/organizations)
- Formal learning cohorts or Communities of Practice (CoP)
- Community engagement, organizing, and outreach strategies
- Hands-on facilitation and meeting support
- Templates, toolkits, checklists, and sample processes
- Systems analyses, design, and support
- Best practices research and guidance

Through **two rounds of funding**, the Governor's Office for Children (GOC) will invest in a range of expertise, competencies, and offerings to come alongside community-led planning and assessment, partnership development, and implementation of ENOUGH activities in FY2025.

Round 1 Applications are due **October 10, 2024** with awardees notified by November 4, 2024.
Round 2 Applications are due **January 23, 2025** with awardees notified by February 28, 2025.

Budget requests should align with proposed activities. Minimum request is $50,000 and maximum is $300,000. Services will be delivered between December 1, 2024 and September 28, 2025.

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. 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.

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.
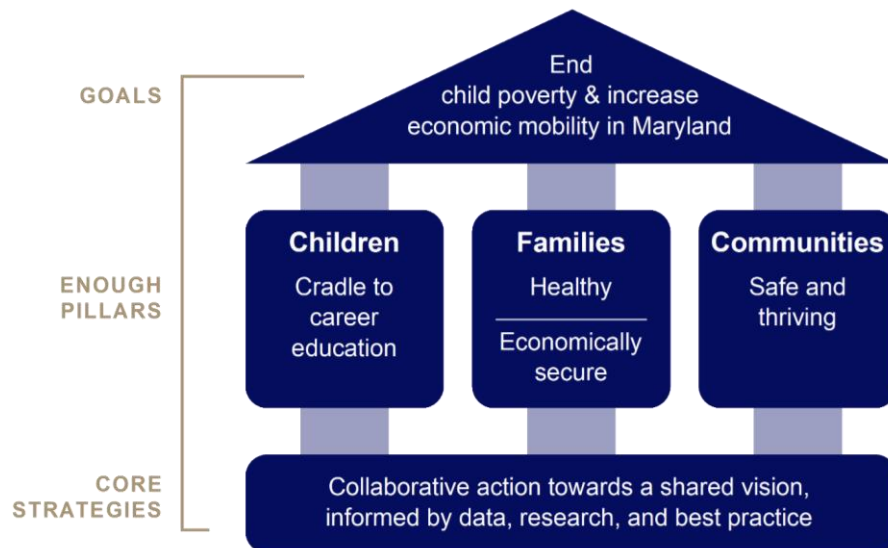

Figure 1: ENOUGH Theory of Action

The **ENOUGH Theory of Action (Figure 1)** 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.

ENOUGH Grant Program Tracks

ENOUGH ACTIVATE will mobilize targeted resources and technical assistance to help ENOUGH Grant Program grantees, prospective applicants, and eligible communities address the root causes of poverty at the community level by strengthening their capacity for collaborative action across sectors. Through the ENOUGH Grant Program, community-driven partnerships will plan, develop, and/or implement a **Neighborhood Action Plan** aligned with four (4) **ENOUGH Result Areas**:

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.

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. 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.

ENOUGH Grant Program Pathway – Three Tracks of Entry

Track 2: Plan Development
Map Assets and Identify Local Needs
Engage and Respond to Community
Establish Priorities
Design Neighborhood Action Plan

Basic Eligibility
Lead Applicant
Core Partners
Community

Goal
Fully Executed **Neighborhood Action Plan**

Track 1: Partnership Development
Engage Broad Cross-Sector Partners
Formalize Partnering Agreements
Review Existing Data with Community

Track 3: Implementation [Multi-Year]
Launch Neighborhood Action Plan
Identify and Braid Leveraged Funding
Formalize Progress Monitoring, Improvement, and Accountability

Figure 2: ENOUGH Grant Program Pathway

Track summaries appear below, but please see details in the ENOUGH Grant Program [NOFO](#).

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. 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.

Track 2: Plan Development grantees have a formal partnership network or consortium and will collaboratively 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. Partnerships will conduct needs assessment and asset mapping activities, formalize community engagement and governance norms, refine partnering and data sharing agreements, and develop a Neighborhood Action Plan with progress measures and outcome indicators aligned with all ENOUGH Result Areas.

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.

Progressing Through Funding Tracks

Successful ENOUGH Grant Program 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.

ENOUGH ACTIVATE applicants should consider the deep planning, community engagement, and collaborative action that may have already been completed by organizations seeking capacity building support. For example, Track 2 and Track 3 grantees likely have an executed partnering agreement that defines the roles and responsibilities of organizations in their partnership, and Track 3 grantees have completed robust community needs assessment and mapping of local assets. ENOUGH ACTIVATE applicants should plan to leverage this prior work rather than presuming to start at "square one" with communities that might have progressed further along the ENOUGH Grant Program pathway.

2.2   Community Leadership and Engagement

ENOUGH partnerships are expected to demonstrate willingness and capacity to engage **residents living in their 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 to 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.

The GOC is therefore particularly interested in ENOUGH ACTIVATE applicants that can support ENOUGH Grant Program grantees, prospective applicants, and eligible communities by developing and/or delivering resources, tools, and training to promote culturally responsive community engagement and power-sharing norms based on evidence and best practices.

2.3   Data-Driven Design and Measurable Impact

ENOUGH partnerships are expected to identify, capture, synthesize, and report data associated with locally prioritized measures, as well as solicit 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 Dashboard synthesizes indicators across all ENOUGH Result Areas to help communities identify structural barriers and inequities, as well as establish benchmarks for improvement. Each ENOUGH Grant Program grantee will receive Dashboard data specific to their community, but they will likely need to expand upon this initial set of indicators to measure project impact.

ENOUGH partnerships have been advised to examine local data disaggregated by **race / ethnicity** (when available). 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, ENOUGH Grant Program grantees can disrupt entrenched cycles of child poverty and forge new pathways to uplift families and children in these communities.

GOC will also evaluate the impact and effectiveness of the ENOUGH ACTIVATE program as an innovative public/private partnership of community support and a critical component of the ENOUGH Initiative to end child poverty in Maryland. ENOUGH ACTIVATE awardees may be asked to report on key progress benchmarks and satisfaction data to advise this program evaluation.[1]

2.4   Evidence-Based Programs and Models

ENOUGH ACTIVATE awardees will support local community partnerships as they engage in collaborative action towards a shared vision, informed by data, research, and best practice. The ENOUGH Grant Program **Track 3: Implementation** grantees are expected to implement interventions informed by high-quality research and evidence, and **Track 2: Plan Development** grantees should identify evidence-based programs in their Neighborhood Action Plan.

In addition to leveraging existing best practices and evidence-based programs, ENOUGH ACTIVATE awardees will help expand the broader field of knowledge, resources, and insights

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[1] Scott, VC et al. (2022). A scoping review of evaluation and effectiveness of technical assistance. *Implement Sci Commun.* 3(70).

available to communities working to end child poverty and improve economic mobility through place-based strategies like the ENOUGH Initiative. The State of Maryland and the GOC will have a royalty-free license to use and distribute materials that awardees develop with state funds, but awardees will retain appropriate intellectual property rights for materials they create or contribute to under an ENOUGH ACTIVATE award.[2]

3. Priority Expertise and Competencies

The goal of ENOUGH ACTIVATE is to build a diverse ***ecosystem of providers*** that can deliver services, tools, expertise, and/or resources to expand local partnership capacity across the **8 learning categories (Figure 3) below**: 4 learning categories aligned with the qualifying criteria to move through ENOUGH Grant Program Tracks (top row) + 4 learning categories aligned with the ENOUGH Result Areas (bottom row).

Figure 3: ENOUGH Learning Categories

These 8 learning categories were also used to organize the online ENOUGH Learning Hub, which includes a Training Hub and Resource Library. National partners and thought leaders delivered a webinar series focused on several aspects of the ENOUGH learning categories. Slide decks and replays of the webinar series sessions are available on the GOC website.

To complement on-demand and hybrid learning, ENOUGH ACTIVATE providers will deliver adaptive coaching, tailored learnings, and scaled resources in response to community requests and identified needs for community support aligned with the ENOUGH Theory of Action.

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[2] Contract award language will specifically define the intellectual property protections and license agreements for this award. See this example from the Maryland Department of Aging:
https://aging.maryland.gov/SiteAssets/Pages/ADRD/ADRD%20FY24%20Competitive%20Grant%20Agreement%20Template.1.pdf.

Applicants to ENOUGH ACTIVATE should **have experience supporting anti-poverty and/or place-based initiatives and** demonstrate proficiency in **one or more** of the areas of expertise identified in Table 1 or Table 2 below. Applicants may propose to deliver services and support in multiple areas of capacity and learning outcomes below and may also propose additional expertise, tools, or specialized services beyond those listed to help communities accomplish activities detailed in the ENOUGH Grant Program NOFO. The capacity building and learning outcomes listed below are not exhaustive, nor is it expected that a single provider will deliver on all learning outcomes under an identified area of expertise. **Round 1 applicants should focus their proposed activities on the areas of expertise and competencies listed in Table 1.**

Table 1: Priority Subject Matter Expertise and Technical Competencies for Round 1

Areas of Expertise	Capacity or Learning Outcomes: Skills, Tools, Structures, Processes
1. Data and Evaluation Structures and Systems	1a. Identifying feasible, practical indicators and measures to monitor progress and evaluate impact alongside the ENOUGH Data Dashboard. 1b. Establishing systems and processes for capturing, synthesizing, analyzing, and reporting progress data. 1c. Integrating qualitative and quantitative data and engaging proximate leaders to make meaning of data. 1d. Developing and seeking approval for data sharing agreements and data access protocols for managing integrated support services and tracking longitudinal data. 1e. Using progress data to support formative evaluation and continuous quality improvement.
2. Financial Stewardship and Braided Funding	2a. Mapping state and federal funding being invested in a focus community, as well as potential funding sources not yet being accessed. 2b. Blending and braiding multiple sources of public and private funding. 2c. Selection criteria, process, and chain of accountability for evaluating funding opportunities and revenue streams. 2d. Comprehensive strategic financing and/or grant seeking strategy for sustainability of an ENOUGH partnership and its key programs. 2e. Systems and processes for financial stewardship of braided funding streams, including grants, contracts, donations, and earned revenue. 2f. Managing finances across partner organizations (sub-contractors) and ensuring consistent financial compliance and reporting.
ENOUGH Result Areas	
3. Healthy Families	3a. Ensuring access to behavioral and mental health services for youth and families. 3b. Community-driven approaches to improving maternal and infant health. 3c. Improving access to community-based health care services, which may include treatment for chronic conditions, preventive care, reproductive health care, and/or treatment for substance use disorders.

Areas of Expertise	Capacity or Learning Outcomes: Skills, Tools, Structures, Processes
4. **Economically Secure Families**	4a. Promoting small business and entrepreneurship at the community level. 4b. Helping employers support and sustain quality jobs and living wages. 4c. Designing apprenticeships and other job training programs that connect workforce talent to local employer demand. 4d. Evidence-based practices for supporting household financial stability, access to capital, and building durable wealth at the neighborhood /community level. 4e. Providing access/navigation to connect individuals to public benefits. 4f. Avenues for ENOUGH partnerships to support economic development and/or local drivers of a thriving commercial core.
5. **Safe and Thriving Communities**	5a. Elements of the built environment and levers for neighborhood transformation (e.g., land use policies, zoning, community benefit agreements, commercial and/or economic development principles). 5b. Community-led best practices and promising strategies for reducing, disrupting, and/or preventing community violence. 5c. Advocating for affordable housing policies and strategic interventions to bolster housing stability at the local level. 5d. Transportation planning processes, transportation-oriented development, and/or local public transportation advocacy. 5e. Systems, policies, and local advocacy practices for improving community access to green/recreational spaces or nutritious food.

Table 2: Additional Subject Matter Expertise and Competencies[3] for ==Round 2==

Areas of Expertise	Capacity or Learning Outcomes: Skills, Tools, Structures, Processes
6. **Participatory Processes and Community-Centered Governance**	6a. Best practices for culturally-responsive, authentic community engagement, decision-making, power-sharing, and/or co-creation. 6b. Seeding, growing, and maintaining resident networks and systems of accountability, particularly for individuals with lived experience and youth. 6c. Connecting and activating network weavers, grassroots organizations, and other thought leaders at the neighborhood / community level to guide decisions and receive progress reports. 6d. Reflecting community voice in organizational leadership and key coalition decisions.
7. **Community Needs Assessments and Asset Mapping**	7a. Conducting comprehensive needs assessments in collaboration with community members, partners, and anchor institutions. 7b. Asset mapping tools, practices, and facilitation. 7c. Articulating community needs and assets in alignment with existing assessments and evaluations.

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[3] This list is provided for planning purposes, but Round 2 priorities are subject to change based on community priorities and progress. For example, the Cradle-to-Career Result Area is prioritized in Round 2 to give core partners in each community time to engage and assess the capacity and priorities of local early childhood, K-12, and higher education systems. Additional guidance will be issued prior to the Round 2 submission deadline.

Areas of Expertise	Capacity or Learning Outcomes: Skills, Tools, Structures, Processes
8. Developing a Strong Neighborhood Action Plan to Reduce Child Poverty	8a. Essentials of Collective Impact, including establishing a shared vision, setting priorities, and facilitating decisions across diverse partners. 8b. Best practices for partnership governance and mutual accountability to plan, implement, and evaluate a cross-sector initiative that includes immediate activities and long-term goals. 8c. Developing logic models and work plans for collaborative action. 8d. Process and structure for identifying evidence-based programs. 8e. Strong partnership agreements (MOUs) and operating protocols for cross-sector initiatives and collaborative interventions.
ENOUGH Result Areas	
9. Cradle-to-Career Education	9a. Monitoring and promoting student success through education transitions (e.g., Kindergarten readiness, post-secondary success). 9b. Collaborative approaches to developing a robust pipeline of career exploration, navigation, and pathways for youth. 9c. Increasing access to early childhood education and quality child care through systems-level and/or cross-sector coalition work. 9d. Integrating and connecting out-of-school time and summer activities to promote and sustain learning (e.g., Community Schools model). 9e. Ensuring that the pipeline of cradle-to-career support considers the specific needs of children with disabilities, as well as families/youth interacting with the justice system and child welfare.

4. Service Delivery Methods and Allowable Activities

Capacity building strengthens an organization's ability to fulfill its mission by promoting sound management, strong governance, and sustainable means of achieving results. Capacity building helps organizations and communities build *structures* and *systems*, create the right *environment,* and provide the *skills* and *motivation* to yield desired outcomes.[4] ENOUGH ACTIVATE providers will support the following interdependent categories of capacity building across all priority expertise and competencies:

- Human — Knowledge, skills, and motivation of individuals. This includes contextual awareness of the entrenched systems, public policies, and historical norms that have shaped community conditions.
- Organizational — Interaction, collaboration, understanding, trust, and communication among people.
- Structural — Policies, procedures, practices, and technology.
- Material — Preparation, planning, and insights to secure and sustain **fiscal and material resources**; Agreements that ensure consistent access to **meeting facilities and convening spaces** (e.g., space rental contracts, evaluating facility needs).

ENOUGH ACTIVATE providers will deliver technical assistance and/or capacity building services and tools at multiple levels of scale, frequency, and intensity to meet communities where they are and ensure that community support is coordinated, feasible, and effective.

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[4] Lammert, J.D., et al. (2015). *Conceptualizing capacity building.* Rockville, MD: Westat; Harsh S., et al. (2010). *Capacity building technical assistance: Change agent analyses*. Charleston, WV: Appalachia Regional Comprehensive Center.

Examples of allowable activities and methodologies for technical assistance and capacity building services include:

● **Coaching or training** for ENOUGH partnerships/communities/recipient organizations, which may be delivered through 1:1 coaching, regional (geography) or topical small group coaching, broadcast "one-to-many" trainings or scaled resources, formal learning cohorts or Communities of Practice (CoPs), or explainer tools to communicate best practices and learnings from peer communities.

● **Facilitation and communication support for collaborative action** to help community partners make decisions and reach consensus, including hands-on facilitation and meeting support, flex capacity to support administrative and operational functions during sprints of active coordination, embedded "fellows" to launch or catalyze backbone organization activities, engaging residents and leaders to identify and incorporate community voice, and facilitated dialogue and reflection to help groups navigate, manage, and resolve conflict.

● **Structures and systems** required to manage and sustain work across multiple partners, such as designing and supporting data or finance systems; providing templates, toolkits, checklists, and examples of governance structures and decision-making processes; and analyzing existing protocols and processes to suggest improvements.

Services funded by this NOFO will be delivered to: (1) ENOUGH Grant Program Community Quarterback (lead applicant) grantees, (2) organizations engaged in cross-sector ENOUGH partnerships, and (3) stakeholder groups or key constituencies identified by a local Community Quarterback or their ENOUGH partnership, and (4) other anchor institutions or partnerships in high-poverty communities identified by the Governor's Office for Children (GOC). **Funds may not be used to deliver direct community-based services to individuals or to duplicate existing technical assistance and capacity building services funded by the GOC.**

Effective technical assistance provides a pathway to improvement through activities and materials that promote new behaviors, practices, beliefs, and understandings.[5] ENOUGH ACTIVATE services should reflect the following indicators of effective technical assistance:

● *Collaborative* — Work jointly with local leaders to clarify needs and implement interventions.
● *Systematic* — Use an orderly, evidence-based approach.
● *Targeted and differentiated* — Focus on greatest levers of impact and engage actors based on their strengths, priorities, and cultural norms.
● *Adaptive* — Remain flexible to respond to shifting conditions.
● *Customized* — Tailored to the community, but informed by knowledge of the broader landscape.
● *Results–driven* — Identify benchmarks that indicate improvement or demonstrate success.

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[5] Centers for Disease Control and Prevention (CDC) *Professional Development Training;* Beale, B. et al. (2009). A framework for collaborative partnership in providing intensive technical assistance. *Southeast Regional Resource & Data Accountability Center;* Olson, et al. (2020). Developing an evidence-based technical assistance model. *Journal of Behavioral Health & Research.* 47(3): 312-330.

Individuals living in ENOUGH communities are the lead designers, drivers, owners, and implementers of ENOUGH Grant Program activities. ENOUGH ACTIVATE providers must remain responsive to community leaders and continuously center the capacity and priorities of local ENOUGH partnerships. To ensure seamless and efficient community support, ENOUGH ACTIVATE providers may be asked to collaborate with other technical assistance and capacity building providers. This may require information sharing (with permission of data owners), warm hand-off or debriefs at key transitions between providers, collaborative problem-solving for complex issues, and co-design of deliverables and resources.

5. Minimum Qualifications and Evaluation Criteria

5.1   Minimum Qualifications

- Demonstrated understanding of the systemic and structural nature of discrimination and disinvestment that have shaped ENOUGH communities and contributed to childhood poverty in these geographies, including policies and systems that continue to limit wealth building and economic mobility.

- Experience supporting place-based strategies and/or anti-poverty initiatives implemented by cross-sector coalitions or collaboratives similar to an ENOUGH Partnership Collaborative.

- Commitment to actively engage and support diverse partners and individuals in focus communities, including local government, non-profits, schools, and residents.

- Willingness to cooperate with other ENOUGH ACTIVATE providers, GOC staff, national partners, and local practitioners to create a **coordinated ecosystem** of support that centers and responds to the unique pacing, capacity, and priorities of ENOUGH communities. This may include collecting and reporting progress and/or client satisfaction data to support continuous quality improvement and impact evaluation, as well as collaboration and information-sharing across providers.

5.2   Evaluation Criteria

ENOUGH ACTIVATE proposals will be evaluated based on:

- Relevant experience and qualifications to accomplish proposed work.
- Quality and feasibility of proposed activities.
- Experience engaging and supporting community members and cross-sector partners.
- Cost-effectiveness and appropriateness of line-item expenses based on proposed scope.
- References and demonstrated past performance.

GOC will then prioritize applications in the following order:

1. **Maryland-based** practitioners, capacity building organizations, and technical assistance service providers that are led/influenced by individuals with pertinent lived experience.
2. Practitioners and service providers located in the surrounding region who demonstrate a history of working in Maryland and/or commitment to remaining engaged with one or more Maryland communities over the long-term.
3. Practitioners and service providers that propose to build capacity in an area of highest priority expertise. For **Round 1**, these areas are identified in Table 1.

The Governor's Office for Children (GOC) staff will perform a technical compliance review and budget analysis of each proposal to ensure that costs clearly relate to the learning objectives and activities, are reasonable, allowable, and allocable. Budget requests may be altered or reduced based on this review.

6. Award Information

6.1 Competition Timeline

Round 1 Applications Due: **October 10, 2024**
Round 1 Notification of Award: November 4, 2024

Round 2 Applications Due: **January 23, 2025**
Round 2 Notification of Award: February 28, 2025

Applicants not awarded funds in Round 1 may be considered for funding in Round 2.

6.2 Anticipated Awards

The number and size of awards will be based on multiple factors, including the quality of applications, community priorities, scope and scale of proposed activities, and funds available. Applicants should request an amount aligned with proposed activities. The minimum request is $50,000 and maximum request is $300,000. GOC anticipates up to 4 awards in Round 1.

Services will be delivered between December 1, 2024 and September 28, 2025. The initial FY2025 project period will be through June 30, 2025, but a 90-day no-cost extension may be approved to allow activities to continue through September 28, 2025.

7. Proposal Requirements

7.1 Proposal Checklist and Formatting Requirements

A complete ENOUGH ACTIVATE proposal will include the following:

- Brief cover letter summarizing qualifications, motivation to apply, commitment to participating in collaboration and evaluation activities, and pertinent contact information (email/phone/website).
- Proposal Narrative
- Line-Item Budget (Excel template)
- Resumes or CVs of key personnel
- Two References

Proposal Narrative Formatting Requirements:

- Maximum 5 pages.
- Organize the narrative with headings aligned with instructions and consecutively number all pages.
- 8.5 x 11 paper size with 1-inch margins, single-spaced.
- Times New Roman or Arial font, minimum 11-point, black.
- PDF or Word file format.

Line-Item Budget Formatting Requirements:

a. Use Excel Budget Template available via this Link (see attached for Excel).
b. Please find detailed budget guidance in Appendix B.

Reference Requirements:

Provide two references who can speak to your organization's qualifications and expertise. Please provide contact information, in what capacity the reference has known your organization, for what length of time, and in what roles. At least one of the references should be a client, preferably someone familiar with anti-poverty work and/or place-based initiatives. You may attach letters from identified references, but this is not required.

7.2 Proposal Narrative Content

1. **Areas of Expertise and Proposed Capacity Building and Learning Outcomes (~ 1.5 pages)**

   a. Identify the Areas of Expertise and Capacity or Learning Outcomes that you propose to deliver or support. **For Round 1, priorities are identified in Table 1.** Round 2 applicants may propose competencies from Table 1 or Table 2.

b. Identify any additional capacity or learning outcomes you propose to deliver or support, and how these additional areas would accelerate collaborative action in ENOUGH communities.

c. Provide specific examples of prior projects that focused in the above listed areas and the outcomes achieved. Note if any of these projects were based in Maryland.

2. **Proposed Service Length, Modalities, Scale, Frequency, and Deliverables (~ 2 pages)**

a. Detail the specific tools, resources, checklists, trainings, analyses, and/or engagement activities you propose to deliver in the identified areas to build organizational and community capacity. Identify which offerings would be delivered in-person.

b. Propose a length of engagement (minimum 6 weeks to maximum of 10 months), the number/frequency of sessions and deliverables, as well as a high level timeline or proposed sequence of the proposed activities and deliverables.

c. Identify the number of recipient organizations or communities you could support simultaneously within the proposed budget, and whether the offerings could be scaled to more communities in the future.

Note: If you propose a formal learning cohort or Community of Practice (CoP), please detail how you will accomplish the following:
- Identify appropriate parameters for defining the cohort and inviting participants.
- Plan cohort curriculum, associated learning outcomes, and method for evaluating cohort success.
- Manage learning cohort schedule, sessions, feedback loops, progress, and active engagement.
- Develop a database or inventory of categorized learnings, resources, programs, or expertise that could be deployed to support the cohort.

3. **Project Kick-Off/Orientation Process and Client Expectations (~ 1/2 page)**

a. What information would you request from or about a recipient organization to launch your work with them?

b. How many hours per week do you expect key leaders or staff contacts at the recipient organization to spend engaging with you directly and/or working on sprint assignments between sessions or meetings?

c. What other expectations do you have of the organizations and communities that would receive services from you through this project?

4. **Experience Supporting Place-Based and Collective Impact Strategies (~ 1 page)**

a. Describe your experience working collaboratively with diverse individuals and partners, including local governments, non-profits, schools, and community members.

b. Identify prior projects or place-based work led by a Community Quarterback (backbone) organization and describe how you supported and/or facilitated the work of the Community Quarterback organization.

c. If not described previously, describe your experience supporting data collection, analysis, and/or reporting for the purposes of continuous quality improvement and impact evaluation. This can include neighborhood surveys, community member listening sessions, and other qualitative methods.

Note: Please indicate within your narrative if any of the identified experiences are/were based in Maryland.

7.3 Submission Instructions

Please submit your complete proposal package via email with attachment(s) to ENOUGH@maryland.gov.

8. GOC Staff Contacts

For programmatic questions, please contact **Cara Pugh**, **GOC Advisor for Public-Private Partnerships** at cara.pugh@maryland.gov.

For budget questions, please contact **Christina Drushel Williams, GOC Director of Community Initiatives** at christina.drushel@maryland.gov.

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) must 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): A formal partnering agreement 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.

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 | Budget Instructions

Each application must include a detailed budget including budget narrative in the provided budget template. Use the budget narrative column in the template to provide details that enable reviewers to understand how requested funds will be used and how costs were calculated or projected.

The budget should clearly show the number of staff and subcontractors that will be dedicated to the project. The GOC encourages including fair compensation for community members and/or individuals with lived experience who are asked to advise and/or contribute to planning, governance, implementation, or evaluation activities.

Ensuring Funds are Allowable, Allocable and Reasonable

Funds received, expended and/or sub-granted in response to the ENOUGH ACTIVATE 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, and any other projected expenditures.

Personnel
This includes 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 Proposal Narrative.

  ### Example budget narrative 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 detailed calculation for each line item in the budget template and describe how these items connect to activities.

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 Proposal 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 subcontracts 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-related 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.

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 Guidelines
- 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**.
- 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

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).