

What is the ENOUGH Capacity and Infrastructure Road Map for Community Quarterbacks and Community Partnerships?

The ENOUGH Capacity and Infrastructure Road Map for Community Quarterbacks and Community Partnerships is designed to help ENOUGH communities build and sustain the civic infrastructure¹ necessary to improve outcomes across the four ENOUGH result areas. Built from the lived experiences of ENOUGH Initiative stakeholders and of communities across the StriveTogether Cradle-to-Career Network, it is a **living document** that will continue to evolve as ENOUGH communities learn and grow their collaborative work.

Capacities Detailed in the Road Map

The **Road Map** describes the capacities community quarterbacks and partnerships should nurture to achieve results. These are:

- **Partnership Strength and Governance:** Community Quarterback and community partners document and act in accordance with agreed-upon accountability structures. Partnership composition, communication practices, and capacities are aligned to implement strategies across the four Result Areas.
- **Partnership Alignment and Accountability:** Partnership utilizes data and lived experience to agree and activate upon shared goals and strategies documented in a Neighborhood Action Plan.
- **Community Engagement:** Community residents voice is centered in strategy planning and implementation.
- **Data Infrastructure and Culture:** Partnership continuous improvement is enabled through dedicated capacity, data-sharing practices, and accountability to shared measures.
- **ENOUGH Sustainability:** Community Quarterback operations and partnership strategies are sustained through diverse private and public funding.
- **Community Quarterback Talent Development:** Community Quarterback capacity expands and is sustained to support collaborative capacity and strategy implementation.
- **Community Quarterback Fiscal Capacity:** Community Quarterback has systems in place to effectively manage diverse funding.

Journey of progress in the Capacity and Infrastructure Road Map

Progress in the Capacity and Infrastructure Road Map proceeds in stages:

- At the **exploring** stage, partnerships are coming together, building relationships, defining roles, and documenting processes.
- At the **emerging** stage, partnerships assess needs and assets across results areas, activate on Neighborhood Action Plans, and plan for long-term sustainability.
- At the **executing** stage, partnerships are leveraging partner strengths and executing strategies across results areas, and staffing and funding support ongoing work.

These stages are not intended to correspond to phases of readiness for ENOUGH grants.

How the Capacity and Infrastructure Road Map is used

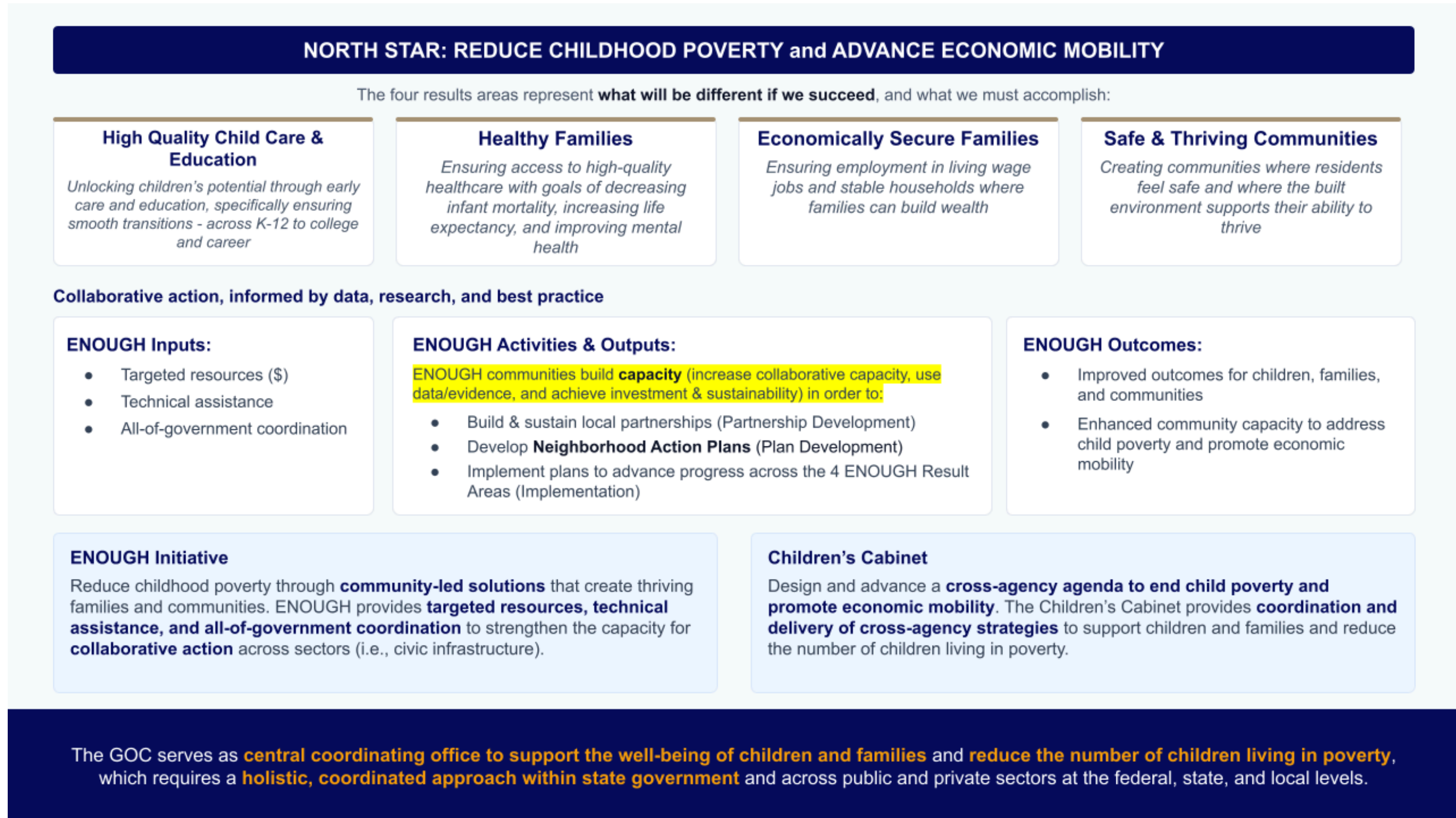
The ENOUGH Capacity and Infrastructure Road Map for Community Quarterbacks and Community Partnerships provides guidance to local actors building their capacity to make progress across ENOUGH Result Areas. Some capacities are specific to the community quarterback (e.g., “The Community Quarterback convenes structured meetings to coordinate strategy implementation”); others pertain to the partnership as a whole (e.g., “Partners are leveraging their expertise to lead strategies across the four Result Areas”).

The Capacity Road Map is intended to support learning and growth for Community Quarterbacks and local partners, and to help partnerships identify gaps. An aligned assessment distributed in September 2026 will enable partnerships to assess their progress across capacity areas and will provide ENOUGH leaders with information about the technical assistance needs and priorities of grantees.

¹ Civic infrastructure is the set of roles and relationships through which a community holds itself collectively accountable for improving outcomes — aligning vision, data, action, and resources.

How the ENOUGH Capacity Road Map fits within the ENOUGH Theory of Change

ENOUGH's inputs — targeted resources, technical assistance, and all-of-government coordination — are intended to help communities **build capacity** so they can develop and sustain local partnerships, build Neighborhood Action Plans, and implement strategies across the four Result Areas. **The Capacity and Infrastructure Road Map is the tool that defines what that capacity-building work looks like in practice.** Each of the capacities in the Road Map corresponds to a piece of the "build capacity" activity in the Theory of Action. Together, they describe the capacity an ENOUGH QB and partners must build to move from partnership development, to plan development, to implementation, and ultimately to the outcomes and North Star that ENOUGH exists to achieve.



ENOUGH Capacity and Infrastructure Road Map for Community Quarterbacks and Community Partnerships

The ENOUGH Capacity and Infrastructure Road Map is designed to help ENOUGH communities understand where they are, where they are going, and how they will get there as they build the organizational and partnership capacities necessary to improve outcomes across the four ENOUGH Result Areas. This is a living document that will continue to evolve as ENOUGH communities learn and grow their collaborative work. Some capacities are specific to the Community Quarterback, while others pertain to the community partnership as a whole – acknowledging that progress in communities is most attainable when strategies are developed and executed collaboratively.

Core Capacity	Exploring <i>Relationship-building, convening, defining roles, documenting processes, and establishing systems</i>	Emerging <i>Strategy co-design with partners and community members, and planning for long-term sustainability</i>	Executing <i>Strategy implementation, continuous improvement, and operational sustainability</i>
Collaborative Capacity			
Partnership Strength & Governance <i>Result: The <u>Community Quarterback</u> and community partners are organized, resourced, and connected, acting in accordance with agreed-upon governance structures and coordinating with government partners to advance work across <u>ENOUGH Result Areas</u></i>	The <u>Community Quarterback</u> has capacity and operational infrastructure to support partnership management, including financial, data, facilitation, and communications procedures.	The <u>Community Quarterback</u> identifies a staff member to serve as ENOUGH Director, who will lead the development and implementation of the <u>Neighborhood Action Plan</u> .	The <u>Community Quarterback</u> maintains financial management systems that process grant and sub-grantee funds in accordance with fiscal requirements.
	A <u>governance structure</u> is developed and documented, and includes onboarding and decision-making processes, communication structures, and partner roles and responsibilities.	The <u>Community Quarterback</u> and community partners use established decision-making processes to agree on <u>evidence-based or -informed strategies</u> to implement across <u>ENOUGH result areas</u> .	The <u>Community Quarterback</u> serves as a neutral broker, holding regular meetings with community partners, <u>Local Management Boards</u> , and state agencies to coordinate strategy implementation.
	Partnership agreements are created with 5+ cross-sector partners, including core partners (local community school , at least one local government partner , and at least one community partner).	The <u>Community Quarterback</u> coordinates with core partners and <u>Local Management Boards</u> to review data and involve community members in <u>Needs Assessments</u> and <u>Asset Mapping</u> .	The <u>Community Quarterback</u> ensures partners have staffing, scopes of work, contracting, and workflows to implement strategies outlined in the <u>Neighborhood Action Plan</u> .
	The <u>Community Quarterback</u> implements a <u>partnership capacity gap assessment</u> and identifies additional partners and/or expertise at the neighborhood, city, state, or federal level needed to address gaps in their ability to pursue change in the community.	The <u>Community Quarterback</u> brings in additional partners or connects existing partners to training to support strategy implementation.	
Partnership Alignment & Accountability <i>Result: Partnership utilizes data and lived experience to agree and activate upon shared goals and strategies documented in a <u>Neighborhood Action Plan</u>.</i>	The partnership identifies potential barriers to <u>Needs Assessment</u> and <u>Asset Mapping</u> (e.g., low response, mistrust, lack of data) and documents strategies to address them.	The partnership conducts a <u>Needs Assessment</u> and <u>Asset Map</u> across all four <u>Result Areas</u> , aligned to <u>Blueprint for Maryland’s Future CPGs</u> , existing school needs assessments, and other community planning documents.	Partnership has established relationships with entities (e.g., government, elected officials, etc. who have the authority and resources necessary to execute on <u>Neighborhood Action Plan</u> strategies.
	Partnership has assessed how power structures and resource flows will impact strategy development and implementation.	Partnership creates a <u>power map</u> that shows people and organizations in the community whose resources and authority will influence strategy development and implementation and references this analysis in action planning.	

Core Capacity	Exploring <i>Relationship-building, convening, defining roles, documenting processes, and establishing systems</i>	Emerging <i>Strategy co-design with partners and community members, and planning for long-term sustainability</i>	Executing <i>Strategy implementation, continuous improvement, and operational sustainability</i>
	Partnership understands <u>evidence-based strategies</u> , <u>evidence-informed strategies</u> , and <u>randomized controlled trials (RCTs)</u> related to their issue areas.	<u>Evidence-based or -informed strategies</u> for each <u>Result Area</u> are part of a <u>Neighborhood Action Plan</u> that includes risk mitigation, partner roles and commitments, and cross-agency contributions.	Partners are leading strategies across the four <u>Result Areas</u> . Strategies complement existing public systems (e.g., schools, healthcare, workforce, and housing).
		Accountability structures for <u>Neighborhood Action Plans</u> are established, including shared accountability for monitoring, reporting, and continuous improvement.	The partnership uses data to identify strategies to discontinue and successful strategies to scale.
Community Engagement & Voice <i>Result: Community resident voice is centered in strategy planning and implementation.</i>	The <u>Community Quarterback</u> builds relationships in the community and establishes roles for residents with lived experience to inform the development of partnership priorities and strategy.	Community residents with lived experience help to shape partnership strategies, including through active participation in <u>Needs Assessment</u> and <u>Asset Mapping</u> processes.	Community residents with lived experience hold roles with decision-making authority within ongoing <u>implementation structures</u> .
	The <u>Community Quarterback</u> seeks input from community residents and informs community residents about how their input informs partnership priorities and strategies.	The <u>Community Quarterback</u> routinely shares partnership priorities, successes, and opportunities within the partnership and across the community.	Community residents and leaders (including school principals, local, county, and state agency representatives, community developers, and business owners) recognize and respect the <u>Community Quarterback</u> as a neutral broker in the community and trust in their ability to drive collaborative action.
Data & Evidence			
Data Infrastructure & Culture <i>Result: Partnership continuous improvement is enabled through dedicated capacity, data-sharing practices, and accountability to shared measures and continuous progress monitoring.</i>	The <u>Community Quarterback</u> has identified data capacity support for ENOUGH activities (dedicated Data Manager, shared role, or contract).	The <u>Community Quarterback</u> has a dedicated Data Manager to lead the partnership's data systems, monitor progress, and promote transparency and accountability.	Data Manager is a permanent part of the partnership's structure, and supports ongoing data routines (e.g., quarterly data reporting to GOC) as well as internal data collection, sharing, analysis, and use across partners.
	The partnership reviews existing datasets and analyses, including <u>ENOUGH Datahub</u> population outcomes indicators, local <u>disaggregated data</u> , and qualitative data to (a) identify community strengths, inequities, and priorities and (b) agree on population-level <u>indicators</u> that will anchor the <u>Needs Assessment</u> .	<u>Needs Assessment</u> and <u>Asset Mapping</u> findings are translated into priorities, each tied to a <u>SMART</u> objective with baseline data on outcome indicators across the four Results Areas.	<u>Asset Mapping</u> is updated regularly, informing priorities and identifying gaps and emerging opportunities.
		<u>Evidence-based or evidence-informed strategies</u> and action steps are matched to prioritized needs, with rationale that includes feasibility, expected impact, and alignment with partner capacities.	Population outcomes data, qualitative insights, and ongoing community feedback are routinely collected and incorporated into decision-making, including <u>Neighborhood Action Plan</u> refinements.
	The partnership identifies local institutional data leads and develops a <u>data strategy</u> , including how data will be shared and analyzed, and how to build data skills among community partners.	<u>Performance monitoring framework</u> is completed and includes program-level progress measures (How Much / How Well / Better Off) with quarterly targets, and population-level outcome indicators with baselines and trend-monitoring schedules.	The partnership incorporates data into regular progress reports and shares them publicly, reinforcing the value of collaboration to funders, policymakers, and the broader community.
Investment & Sustainability			
ENOUGH Sustainability	<u>Community Quarterback</u> has sufficient cash reserves (e.g., 3-6 months) to sustain operations as partnership is established.	<u>Community Quarterback</u> operations are supported by multiple, diverse revenue sources and the quarterback	The <u>Community Quarterback</u> maintains operational sustainability and multiple years of revenue from a

Core Capacity	Exploring <i>Relationship-building, convening, defining roles, documenting processes, and establishing systems</i>	Emerging <i>Strategy co-design with partners and community members, and planning for long-term sustainability</i>	Executing <i>Strategy implementation, continuous improvement, and operational sustainability</i>
<i>Result: <u>Community Quarterback</u> operations and partnership strategies are sustained with diverse funding.</i>		organization has sufficient financial resources to sustain operations long term.	variety of sources. Funding is robust amid changing local contexts.
	The Board of Directors and partnership develop a <u>sustainability plan</u> to pursue diverse, multi-year funding to sustain <u>Community Quarterback</u> operations and implement the community’s <u>Neighborhood Action Plan</u> .	The partnership has the ability to research the programmatic and geographic priorities of philanthropy in order to effectively pursue funding to <u>blend and braid</u> with public and community resources.	Partnership uses tools (e.g., the Child Poverty Action Lab Grants Engine) to <u>blend and braid</u> public, philanthropic, and community resources sufficient to sustain operations, expand reach, reduce duplication, and strengthen implementation of the <u>Neighborhood Action Plan</u> .
Community Quarterback Talent Development <i>Result: <u>Community Quarterback</u> capacity expands and is sustained to support strategy implementation</i>	The <u>Community Quarterback</u> has capacity and operational infrastructure to support partnership management, including through staffed or contracted roles dedicated to financial, data, facilitation, and communications.	The <u>Community Quarterback</u> (inclusive of its Board of Directors) develops a strategy for sustaining and scaling its <u>backbone capacity</u> amidst changing local contexts, including through talent development and succession planning for core roles.	The <u>Community Quarterback</u> has expanded internal staff capacity to support long-term <u>backbone</u> operations, and maintains financial officer, data manager, facilitator, and communications roles.
Community Quarterback Fiscal Capacity <i>Result: <u>Community Quarterback</u> has systems in place to effectively manage diverse funding</i>	The <u>Community Quarterback</u> has a chief financial officer (or equivalent capacity) who is responsible for budget development and management.	The <u>Community Quarterback</u> has written policies or standard operating procedures that cover aspects of fiscal management (e.g., allowable versus unallowable costs, procurement, cash disbursements, record retention, conflict of interest).	The <u>Community Quarterback</u> ensures that program staff know and apply relevant fiscal policies in day-to-day program operations.
	The <u>Community Quarterback</u> has systems in place to track actual expenditures against approved budgets and established policies for seeking budget modifications when expenditures diverge from approved budgets.		The <u>Community Quarterback</u> reviews standard operating procedures or fiscal policies and practices on at least an annual basis.
Note: this framework is intended to outline the work to sustain community partnerships as they develop, identify, and implement strategies in ENOUGH results areas. Stages are not meant to communicate readiness for specific grants and are not intended to align to ENOUGH grant phases.			

Glossary of Key Terms

Asset Mapping: A process of identifying and cataloguing existing resources, strengths, and supports within a community or system that can be leveraged to address identified needs.

Backbone capacity: The dedicated organizational infrastructure, staffing, and systems that enable a Community Quarterback to coordinate and sustain cross-sector partnership work over time.

Blending and braiding funds: Strategies for combining multiple funding streams to maximize resources. Blending pools funds so they lose their individual identity; braiding maintains fund source identity while coordinating use across complementary activities. Neither approach may supplant existing funding sources.

Blueprint for Maryland’s Future / Concentration of Poverty Grants (CPGs): Maryland’s landmark education reform law and associated grant program targeting schools and communities with high concentrations of poverty. Needs Assessments and Asset Mapping must align to CPG requirements and school needs assessments under this framework.

Community Quarterback (QB): The backbone organization that coordinates and leads cross-sector partnership work within a defined community. The Community Quarterback facilitates strategy development and implementation, manages partnership governance, and sustains relationships with partners, funders, and community residents.

Data strategy: How data will be shared, how consent will be handled, and what financial systems are needed to enable evidence-based strategy implementation through partners. Data strategy should include approaches to building data skills among community partners through workshops and technical assistance on topics like performance monitoring, outcomes measurement, data privacy, or engaging youth in data practices.

Disaggregated data: Data broken down by subgroups (e.g., race, income, age, geography) to reveal inequities that may be hidden in aggregate figures. Used to identify where disparities exist and to target strategies accordingly.

ENOUGH Datahub: The shared data platform for the ENOUGH initiative, providing community-level indicators and datasets that partnerships use to conduct Needs Assessments and track progress toward shared goals.

ENOUGH Result Areas: The ENOUGH Initiative aims to eliminate childhood poverty and advance economic mobility through four results areas: High-Quality Childcare and Education, Healthy Families, Economically Secure Families, Safe and Thriving Communities.

Evidence-based strategies: “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 (e.g., a randomized controlled trial or similar). 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.

Evidence-informed: Evidence-informed project components do not yet have results from experimental or quasi-experimental research, but the best available quantitative evidence—combined with context, practical expertise, and stakeholder experience—indicates they have been effective in improving a relevant outcome with similar populations or in similar settings.

Governance structure: Document outlining Community Partner roles, decision-making procedures, communication structures, and accountability to shared results. This also includes details on how to work with multiple levels of government and public systems.

Implementation structures: Entities that carry out work across ENOUGH results areas.

Indicators: Measurements that provide information on current conditions in communities. ENOUGH communities identify indicators to track over time to understand progress.

Local Management Board (LMB): County-level bodies in Maryland that plan and coordinate services for children, youth, and families. LMBs are required core partners in ENOUGH partnerships and support Needs Assessments, data sharing, and community outreach.

Needs Assessment: The partnership maps and assesses existing federal, state, and local programs, partnerships, and initiatives in the focus geography for alignment, gaps, and opportunities for coordination.

Neighborhood Action Plan (NAP): The partnership’s strategic implementation document, developed from Needs Assessment and Asset Mapping findings. The NAP identifies evidence-based strategies for each Result Area with defined roles, timelines, risk mitigation plans, and accountability structures.

Partnership capacity gap assessment: An assessment of where the partnership is strong and there are gaps, both in terms of partner capacities and expertise.

Performance monitoring framework: Details approach to understanding progress in communities. Framework should detail how data will be used to evaluate whether strategies are working and to guide continuous improvement. Framework should detail population-level indicators, system measures, performance measures, data collection methods, responsibilities, and a standing data routine

(workgroup or regular review meeting) that brings partners together to review progress and identify adjustments.

Power map: A representation showing people and organizations that can influence the success of an initiative or strategy because of their position, authority, and/or resources.

SMART Objectives: Goals that are Specific, Measurable, Achievable, Relevant, and Time-bound. In the NAP, each priority is tied to a SMART objective with baseline data to enable clear tracking of progress.

Sustainability plan: A documented plan including who is responsible for developing and executing the resource alignment strategy, and how the partnership will leverage state grants and philanthropy to fund the strategies in its Neighborhood Action Plan. As the plan is operationalized, long-term sustainability structures are put in place by identifying which partners are positioned to carry strategies forward and developing early alignment with funders through investable plans. In this sustainability planning, the partnership agrees on fundraising priorities and goals, with the Community Quarterback overseeing and endorsing all efforts.

Technical Assistance (TA): Expert support and coaching provided to Community Quarterbacks and community partners to build skills and capacity in areas such as data practices, governance, community engagement, and strategy implementation.