



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

ENOUGH Grant Program

Strive Together:

Partnership Norms and Agreements for Successful Cross-Sector Collaboration

July 25, 2024

Webinar Agenda

- 1 ENOUGH Grant Program Overview**
- 2 StriveTogether**
- 3 Baltimore's Promise**
- 4 Q&A and Applicant Resources**



ENOUGH Grant Program Overview

ENOUGH Initiative

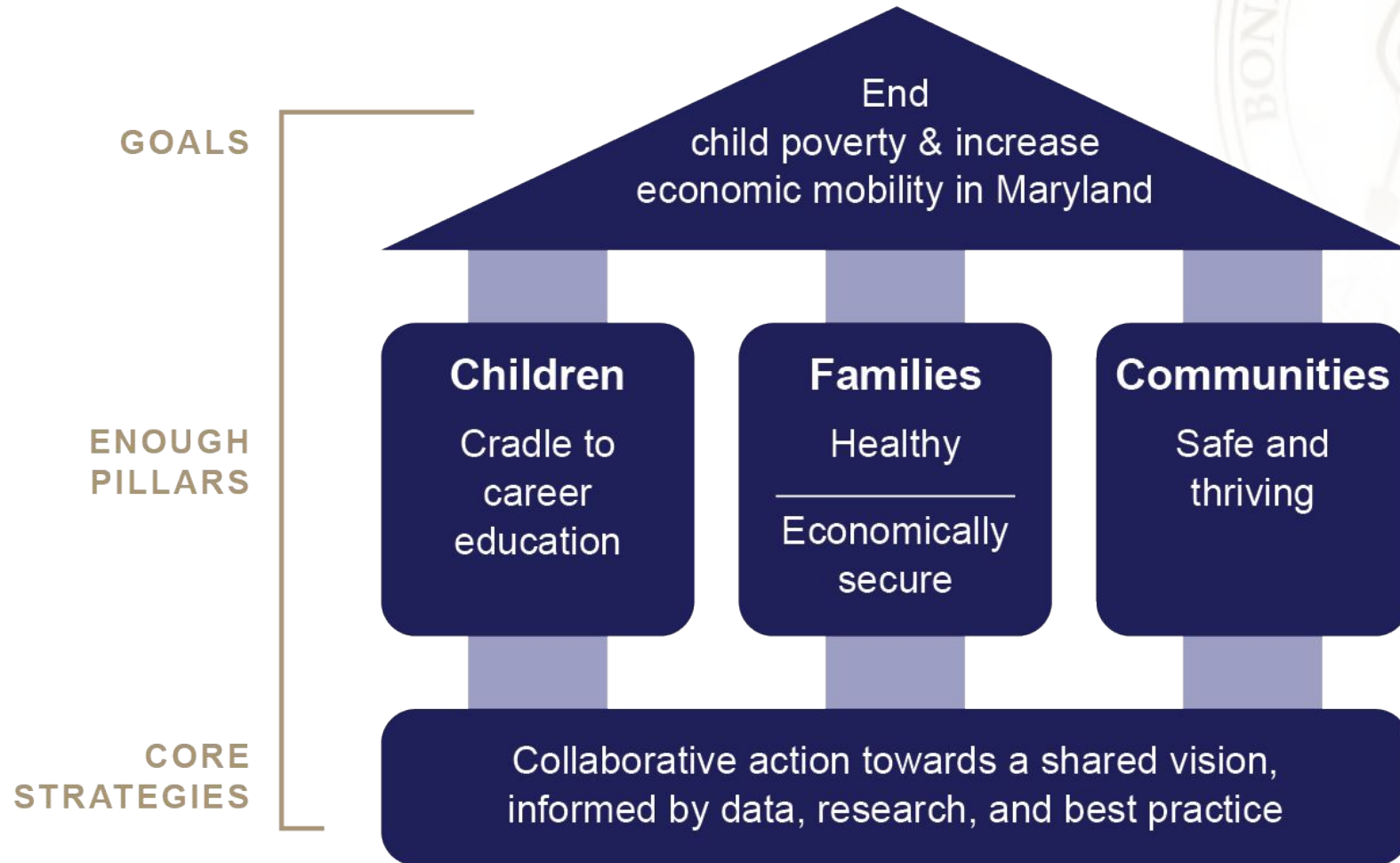
The Engaging Neighborhoods, Organizations, Unions, Governments and Households (ENOUGH) Initiative is a first-of-its-kind state-led, place-based investment strategy designed to create poverty-fighting opportunities driven by communities, data and cross-sector partnerships.

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

“Communities across Maryland will provide the vision, and the state will provide the support.”

- Governor Wes Moore

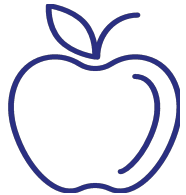
ENOUGH Theory of Action



ENOUGH Result Areas



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



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



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



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

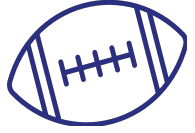
FY25 ENOUGH Grant Program

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

Basic Eligibility Requirements:

- ✓ Lead Applicant
- ✓ Core Partners
- ✓ Community

Lead Applicant Eligibility Requirements



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

Community Quarterback organization may be any of the following:

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

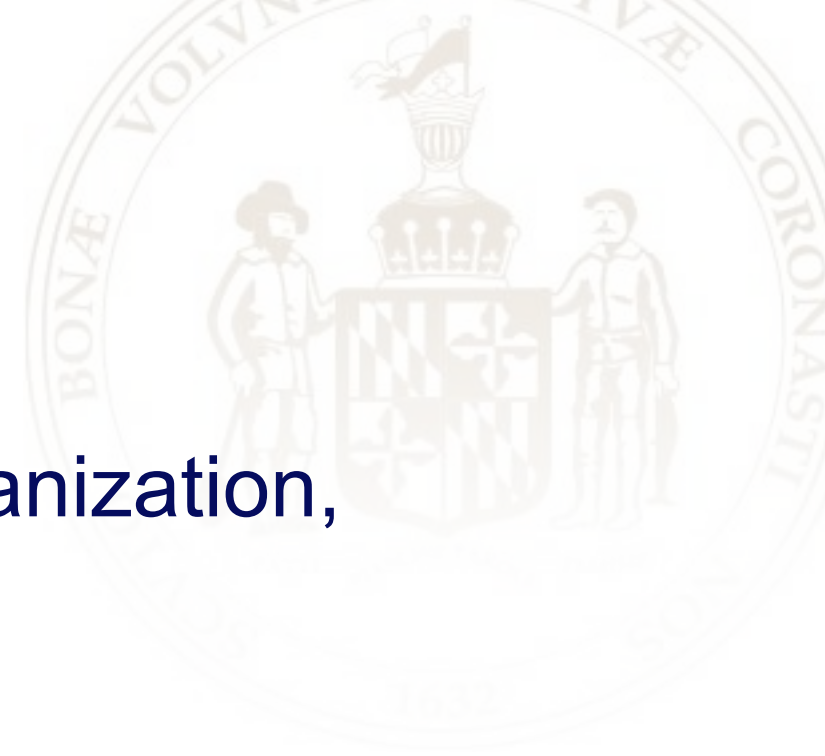


Core Partners Eligibility Requirements



Minimum* required partners include:

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



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

ENOUGH Grant Program Pathway – Three Tracks of Entry

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

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

Qualifying Criteria to Apply for Each Grant Program Track



MEETS COMMUNITY ELIGIBILITY CRITERIA

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



COMMUNITY QUARTERBACK

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



PARTNERSHIP COLLABORATIVE

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

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



COMMUNITY NEEDS ASSESSMENT

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



NEIGHBORHOOD ACTION PLAN

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

TRACK 1: PARTNERSHIP DEVELOPMENT

TRACK 2: PLAN DEVELOPMENT

TRACK 3: IMPLEMENTATION

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

The logo for StriveTogether, featuring the word "Strive" in white and "Together" in orange, with a registered trademark symbol (®) to the right.

StriveTogether[®]

Every child. Cradle to career.

A photograph of four young people (two boys and two girls) sitting on a black metal bench outdoors. They are in a park-like setting with trees and buildings in the background. The image is semi-transparent, serving as a background for the text.

ENOUGH Act Webinar:
*Partnership norms & agreements for
cross-sector collaboration*

July 25, 2024

About us



Kimberly Sama
Senior Director of Network
Impact
StriveTogether



Josh Pollack
Network Advisor
StriveTogether



Julia Baez
CEO
Baltimore's Promise

StriveTogether Cradle to Career Network



OUR IMPACT

14

Million Children

ONE COMMUNITY AT A TIME

8

Million Children of Color

1 in 5

Experiencing Poverty

OUR REACH

71

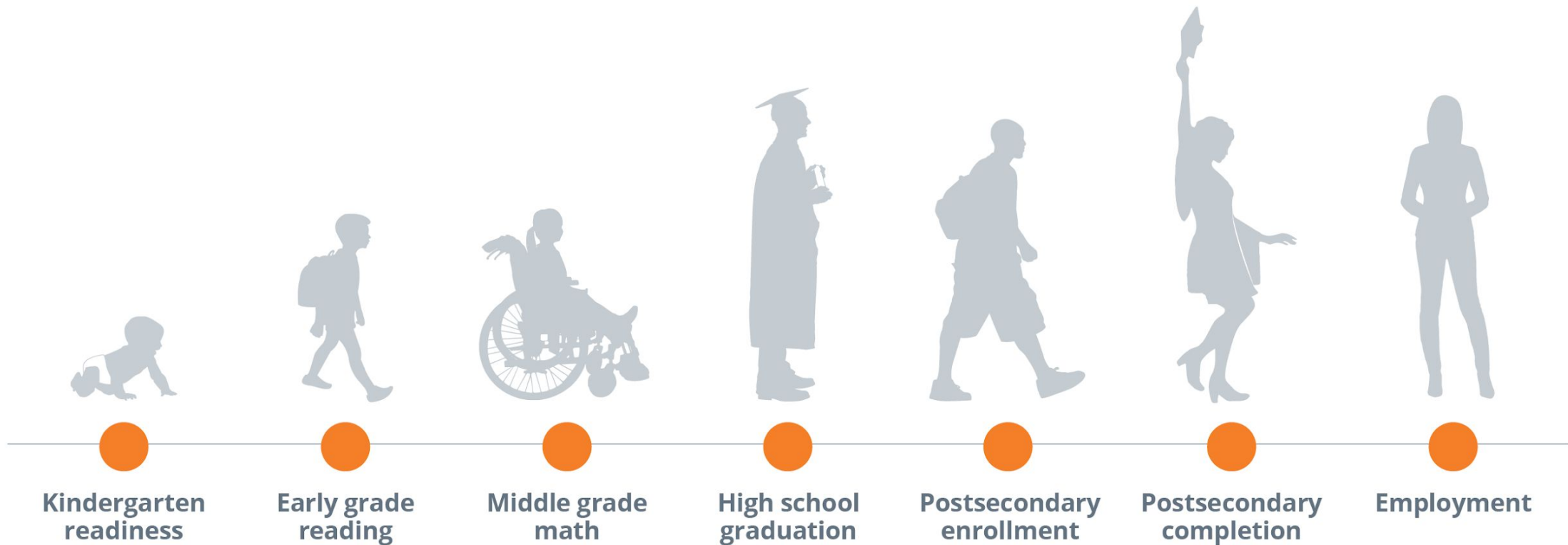
Cradle-to-Career
Partnerships

29

States +
Washington D.C.

StriveTogether focus on cradle-to-career outcomes

We focus on key outcomes to ensure communities are prioritizing economic success among Black, Indigenous, Latinx youth and children living in poverty.



StriveTogether Theory of Action™

Principles



Engage the Community



Advance Equity



Continuous Improvement



Leverage Existing Resources

Pillars



Shared Community Vision



Evidence-Based Decision Making



Collaborative Action



Investment & Sustainability

Gateway

Exploring

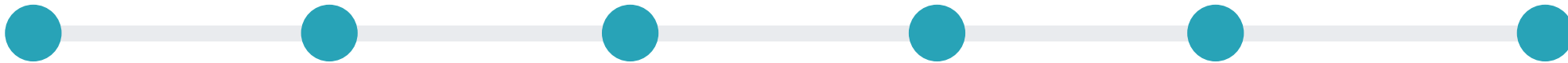
Emerging

Sustaining

Systems Change

Proof Point

Systems Transformation



What we do

We work in communities to improve mobility for Black, Indigenous, and Latinx youth and families by achieving equity in actionable milestones along the [StriveTogether Theory of Action](#)™.

We assume [five key roles](#) to develop the capacities of communities to enable them to tackle this transformative work.



Convene



Coach



Codify



Invest



Influence

Our leadership in these roles help communities working towards change build [critical capacities](#) needed to support the success of every child.



Policy, Advocacy
& Mobilization



Communications
& Engagement



Practice Improvement
& Acceleration



Leadership
& Talent



Data
& Information



Sustainable
Resources



Goals for today



ENOUGH Act grant applicants will...

- Gain clarity on **key elements of partnership norms and agreements**
- **Understand the importance** of developing partner-driven agreements
- Consider how **partnership agreements have supported the work of cross-sector collaboration**, drawing from existing examples in the field

Disclaimer: ENOUGH Act grant application requirements related to partnerships vary by track – please see the Notice of Funding Opportunity for additional information

Partnership agreements in the ENOUGH Act

ENOUGH Act requires a minimum of the following be included in partnerships...

- **Community-based, non-profit organizations**
- **Local government entity, and**
- **A public school**

All grant applicants requires applicants to have signed letters of commitment from partners, and for Track 2 and Track 3, must also include (among others):

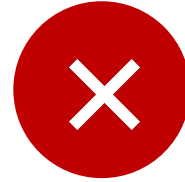
- **Descriptions of the partnership** and how you collaborate
- The partnerships **governance and accountability structure** (or how you'll develop one)
- How the partnership creates **clear roles for youth, families, people, and groups with lived experience** or most impacted locally
- How partners **share and use data**
- Signed **partnership agreement** that includes clear roles, responsibilities and commitments

What are partnership agreements?



What they are

- What **everyone** in the partnership **commits** to doing to **create safe, supported, open, productive, and trusting environment** to allow for the partnership to do its best work and achieve results
- An **aspiration** or collective vision for how people **want to work together**
- Agreements explicitly **developed and implemented by the group**



What they are NOT

- A **playback** of how organizations **currently work together**
- **Rules or mandates** that enforced formally

Why partnership agreements?

Transforms a group of people into a **team** with a **common framework** for changing outcomes and systems

Clarifies the roles and responsibilities necessary to achieve desired results

Creates **commitment to shared accountability**, while enabling courageous conversations

Process of developing agreements **improves partnership cohesion**



Key elements of norms and agreements

Key elements

Summary

Right partners



Include partners with **longstanding ties or deep trust in the community** and those **representing key sectors** your plan will seek to influence and impact

Aligned to goals



Include **commitments that further the work** of the cross-sector partnership to **achieve its desired goals**

Clarify collaboration



Layout **how organizations will work together** (particularly for organizations in Track 2 and 3 with already existing partnerships) – including the **shared vision** you're committed to, and **each partner's roles and responsibilities**

Possible partnership agreement sections



Call to action

The shared **mission/vision** and what you are seeking to achieve

Values and culture

The **culture** you are committed to creating and **how you may work to do that** (e.g., commitment to continuous improvement, sharing tools/resources across partners, etc.)

Network work

The core **set of work and activities** the partnership will be engaging in

Decision-making

How you will make decisions, who will be involved in decision-making, and what **key decisions** may be held by the partnership or various parts of the governance structure

Shared accountability

How will you work to **hold yourselves and each other accountable** and how might **feedback be shared** across partnership members

Communication

Expectations around **how partners will communicate**, what **topics** will be covered, **communication frequency** and **ownership**

Data sharing

Expectations for **how data will be shared and evaluated**, by **who**, how it will be **stored** and **shared systems** for data-sharing and **ownership** over data-sharing procedures



How to develop them



Convene

The set **all partners are at the table**, and there is a **shared understanding** of what **network agreements are** and **why they are important**

Create

Develop agreements that keep your ultimate results at the forefront, include **input from all partners**, are selected by a **consensus-driven process**, and outlines **how each partner contributes** as well as **what partners need from each other**

Communicate

House agreements in **shared public space** and **communicate to relevant stakeholders** and the community to create transparency and accountability

Agreements are **iterative** - as your work or partners evolve, you may need to **review and change network agreements** to ensure they are aligned to your goals and serve the group's needs

Consider how your agreements will impact your...

Results

- Do the agreements outline **what you'll be working on together** as a partnership to achieve critical outcomes?
- How will the partnership agreements **enable you work collaboratively across sector** to accomplish your desired goal?

Culture

- What **commitments towards collaboration** and **shared responsibility** are you each committing to?
- How will you work to **hold each other accountable** to achieve results?

Process

- How will you work together to **make decisions**?
- How will you ensure **families, children, organizations, and individuals with lived experience** are being brought into the work?



**BALTIMORE'S
PROMISE**

ENOUGH Act Webinar

Thursday July 25, 2024

Baltimore's Promise Vision

Baltimore's Promise envisions a Baltimore where all young people have access to abundant opportunities, thrive in strong intergenerational relationships, chart their own paths to success, benefit from supportive services throughout their journey from cradle to career, and achieve economic self-sufficiency.

As a result...

OUR GOALS

Baltimore's Promise has 7 ambitious goals for the City's youth as they progress from childhood to adulthood:


- Babies are born healthy.
- Children enter kindergarten ready to succeed.
- Children and youth achieve at grade level.
- Youth graduate high school college and career ready.
- Youth enroll in quality post-secondary program.
- Youth earn a quality post-secondary credential or receive training in a high wage industry.
- Young adults 25 - 34 earn a livable wage.

Baltimore's Promise works on behalf of Baltimore to spur collective action by building the civic infrastructure required to accelerate positive outcomes for youth and disrupt systemic barriers that limit youth and young adults from achieving economic self-sufficiency.




Baltimore's Promise Mission


Baltimore's Promise believes....




in the unlimited and boundless potential and talent of youth.



that by altering policies and practices, we can enhance outcomes for all youth.




that data holds immense power.



in the inherent power, creativity, and expertise of the community.



in the capacity for systems to change.



in working together (*as a network*) to catalyze collective success and foster a more just Baltimore.

Baltimore's Promise's Organizational Result



All young adults in Baltimore will have what they need to be **healthy** and on a path to **achieve economic self-sufficiency**.

Focus Population: Black, Latinx, and other intersectionalities of youth ages 14 - 24, historically, and currently, discriminated against.

ENOUGH Act | July 2024

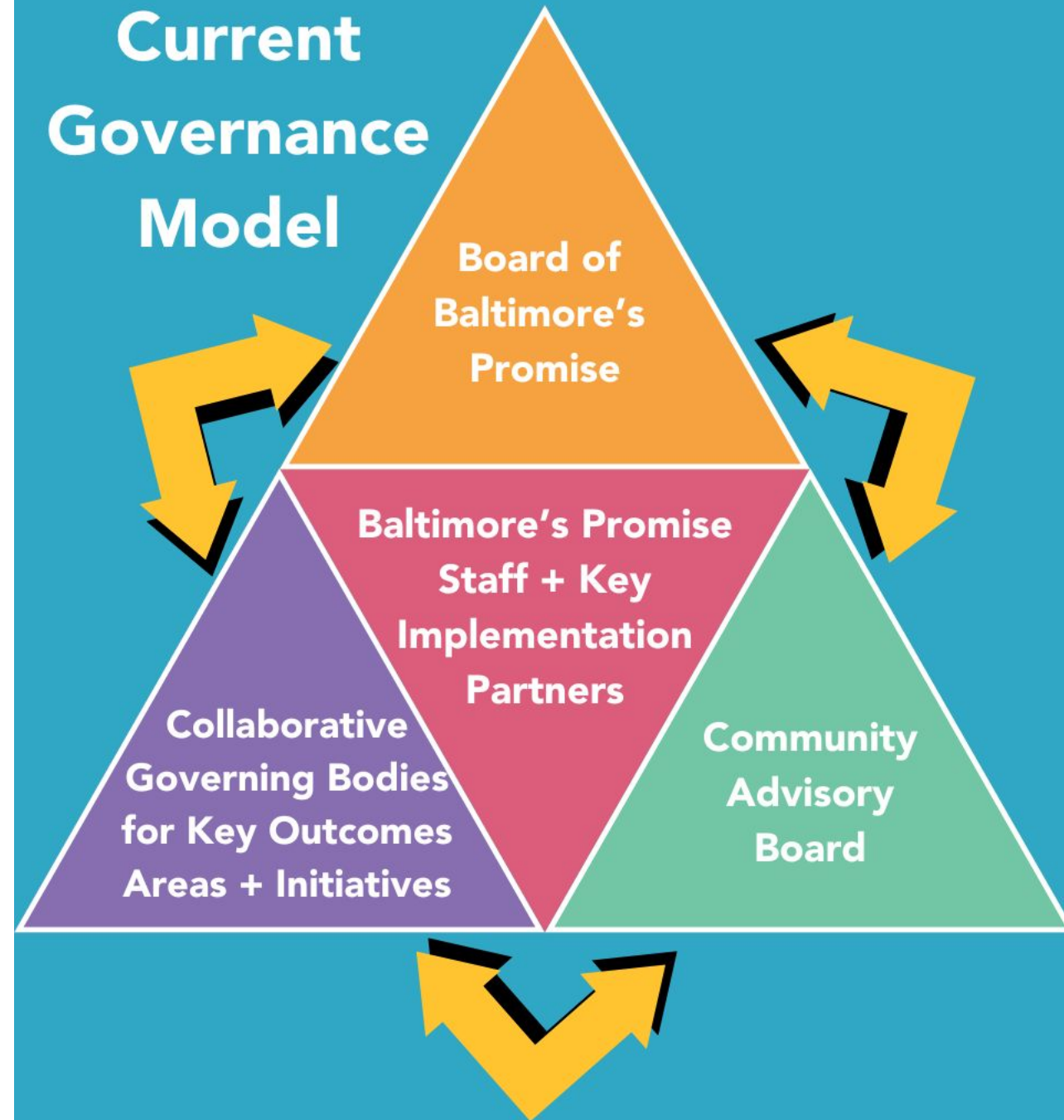
BALTIMORE'S PROMISE

Every Child. Infinite Possibilities.




Governance for Baltimore's Promise


1. Multiple venues and spaces for engagement governance, and oversight with diverse sets of stakeholders.
2. All areas are intergenerational and participatory in nature.
3. Community Advisory Board, newly launched, is both a committee of the Board and shares voting power on key decisions.




Agreements Look Different Based on Your Community + Partnership Needs:




The Baltimore City Youth Data Hub required state legislation and legal MOUs.




Our Community Advisory Board was written into our Board bylaws to ensure sustainability.




The Baltimore Summer Funding Collaborative uses a set of shared operating principles.



The Youth Grantmaking initiative commits to shared decision-making with youth and adults in various ways.



Grads2Careers has roles and responsibilities laid out by partner agency and for all grantees and an MOU with the school system.



Our Community Action Groups start with a shared result and values and revisit them at start of each meeting.

Collective + Aligned Action Equals Accelerated Impact

WITH

collective contributions, collective action,
and collective accountability

WE GET

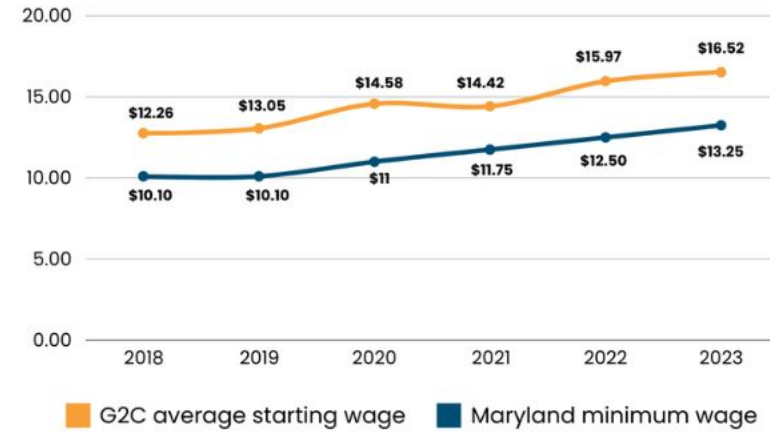
the results we seek for Baltimore's youth.

**HOW DO
WE KNOW?**



GRADS 2 CAREERS

AHEAD OF THE CURVE

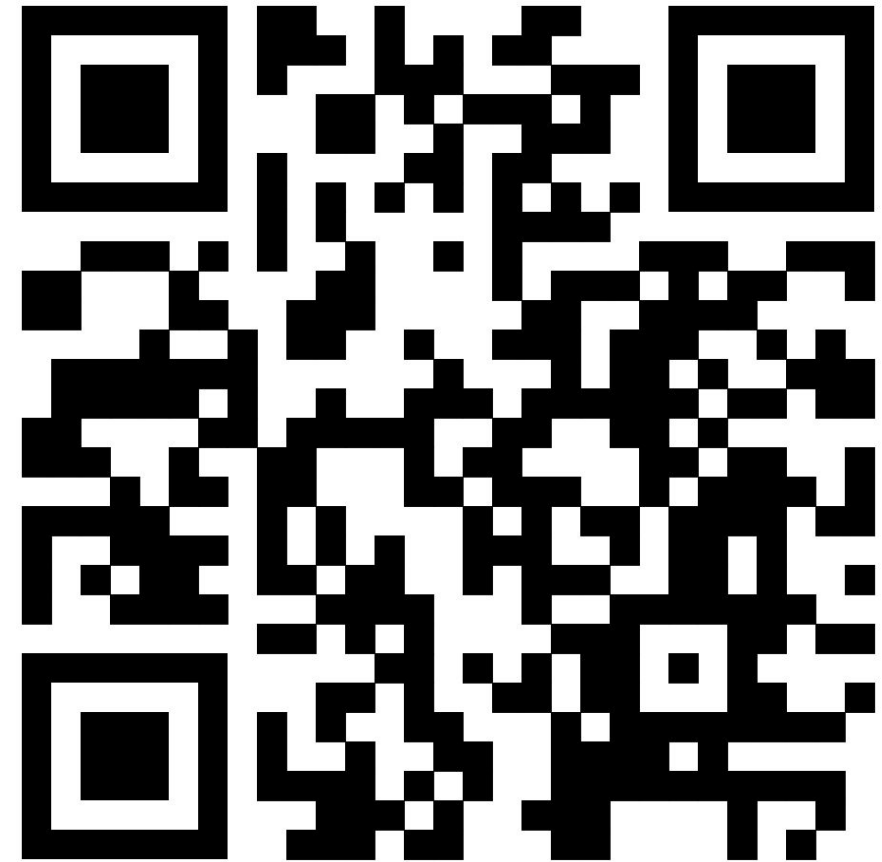


The average starting wage for G2C graduates across all years is \$14.67.

Thank you + additional resources

Data sharing 101 + Best Practices Webinar:
August 7th 11 – 12pm ET

ENOUGH Grant Program Training Hub:
<https://enoughact.powerappsportals.com/The-Training-Hub/>



Stay Connected.



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Follow us



Visit us at [StriveTogether.org](https://www.StriveTogether.org) | Listen at [TogetherforChange](https://www.TogetherforChange.org)

Q&A and Applicant Resources

Applicant Support: Training Hub and Resource Library

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



ENOUGH Grant Program Competition Timeline

Notice of Intent to Apply Due for All Tracks

July 19, 2024

Full Application Deadline for Track 2 and Track 3

September 20, 2024

Full Application Deadline for Track 1

November 1, 2024

Award Notifications

Winter 2024

Estimated Project Start

January 2025

NEXT STEPS: Action Items for Interested Communities



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



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



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



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



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Contact Us

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

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

GOC.Maryland.gov

We look forward to hearing from you.



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