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

ENOUGH Program Reporting Requirements for Implementation & Early Implementation Grantees

Overview and Purpose

This document sets out the Governor's Office for Children's (GOC) expectations for how ENOUGH Implementation and Early Implementation grantees track, report, and communicate data about programs and strategies. This document covers the Results-Based Accountability (RBA) data you submit each quarter and does not replace your separate quarterly Progress Report.

Why this matters

Governor Moore has always said ENOUGH is "data driven and heart led". The GOC believes it's critical for each ENOUGH community to track programs and pursue continuous improvement on behalf of children and families.

Additionally, as a state-funded grant program, ENOUGH is accountable to the Governor, the General Assembly, Maryland taxpayers, and the communities you serve to demonstrate that funding is making a real difference. These expectations are designed to help you tell that story clearly — and to help GOC identify where you need support.

Our commitment to technical assistance

The GOC has partnered with expert technical assistance providers and your coaches to ensure you are supported as you set up systems to achieve these expectations. We will be providing group and 1-1 coaching sessions to all grantees. Throughout this process, we welcome candid feedback and suggestions on how to make this manageable and productive for you and your partners.

Key Terms

This document uses a few terms from the Results-Based Accountability (RBA) framework. Here they are in plain language before you hit them in context:

- **RBA (Results-Based Accountability):** RBA is a disciplined and strategic way of thinking and taking action that communities can use to improve the lives of people, the environment, and the community as a whole.
- **Result Area:** A condition of well-being for children, youth, families and residents in a particular geographic region (community). One of the four broad ENOUGH focus areas (High Quality Child Care & Education, Healthy Families, Economically Secure Families, Safe & Thriving Communities).
- **Population-Level Outcome Indicator:** A long-term, community-wide measure (like chronic absenteeism or median income) that your whole partnership is working to improve over years — not a target for any single program.
- **Strategy:** Your overall approach to a problem (e.g., "improve school attendance").
- **Program:** The specific effort you run to carry out a strategy (e.g., a mentoring program for chronically absent students).
- **Progress Measure:** Progress measures help you understand how well your program is working. Unlike population outcome indicators (which track progress for the whole community), progress measures assess the impact of your specific actions and programs on the focus populations you're directly working with.
    - **How Much / How Well / Better Off:** Three progress-measure categories: who you served and what you provided; how well the program was delivered; and whether participants are better off as a result.
- **Data Discussion (i.e., Story Behind the Curve)**: The explanation for why a trend line looks the way it does — the root causes and forces (positive and negative) driving the data, based on local knowledge and evidence rather than guesswork.
- **Turn the Curve:** The action-planning process that includes the story behind the curve — deciding what partners, strategies, and no-cost/low-cost ideas could actually move the data in a better direction.

Section 1: Reporting Requirements

The Governor's Office for Children's Commitment: We commit to reviewing your data each quarter and taking the following actions.

- **Meeting with you:** Setting up a quarterly check-in with you to go over your data and discuss key takeaways. Prior to each meeting, the GOC will share a document with its key takeaways from your quarterly submission.
- **Reporting up to the Governor:** The GOC uses your data in Performance Cabinet meetings with Governor Moore, relevant cabinet secretaries, and staff. This may include observing trends across population level outcome indicators for the entire ENOUGH portfolio. We commit to showing you the slides we provide to the Governor or some similar report out on the overall trends across implementation communities.

Timeframe: Implementation and Early Implementation grantees submit program data to GOC every quarter. Submitting complete, on-time data is required, per GOC's Grant Administration and Fiscal Compliance Policies and Procedures Manual. Data should be submitted via Clear Impact Scorecard by the following deadlines:

Quarter Covered	Reporting Deadline
January 1 – March 31 (CY Q1)	April 30
April 1 – June 30 (CY Q2)	July 30
July 1 – September 30 (CY Q3)	October 30
October 1 – December 31 (CY Q4)	January 30

Quarterly Submission (Required): For each quarter, grantees should include the following data.

Level	Field	Description
Program	**Program Narrative**	Qualitative update on the program's progress for the quarter.
Measure	**Actual Value** *(How Much, How Well, Better Off)*	The measured value for the current period — the real result achieved.

Level	Field	Description
Measure	**Target Value**	The desired value for the current period — the goal the org set for that period.
Measure	**Data Discussion** **(i.e., Story Behind the Curve)**	A brief narrative explaining why the data looks the way it does — the contributing and limiting factors (positive and negative, internal and external) most strongly influencing the trend. It should cover what's driving progress, what's holding it back, and any root causes worth flagging. This is where you turn a number into an explanation partners can actually act on.
Measure	**Footnotes** *(optional)*	This section can also be used to explain any anomalies, data source, context, etc.

Quarterly Data Review (Encouraged): Each quarter, after submitting your progress data to GOC, the Community Quarterback should convene partners to review the quarter's data together. This is the mechanism by which your partnership stays aligned, celebrates success, catches problems early, and uses data to actually improve the work. The GOC defers to you and your partners on how to conduct such a meeting, and we do not currently plan to collect any compliance evidence of this meeting. We think it is a great next step after submitting data that each partnership should consider as a best practice. We know convening partners every quarter is a real lift on top of everything else you're managing. Here are some suggestions on how to make that meeting a success:

- **Flag on-track and off-track measures before the meeting.** Identify which measures hit their target and which measures missed their target so the conversation can focus on understanding *why*, not on discovering it in real time.
- **Ask each partner for the story behind their data.** For any measure that's off-track — or notably ahead of target — invite the responsible partner to share context: what happened, what's changed, and what (if anything) they need from the partnership to get back on track. Use this discussion to update the *Data Discussion* field in your Scorecard.
- **Connect the data back to the workplan.** Check whether activities are still on schedule, and update timelines or milestones if things have shifted.
- **Document decisions, not just discussion.** Capture any changes to strategies, targets, or workplans that come out of the meeting, so there's a clear record of what the partnership decided and why.
- **Examine population level data (if applicable that quarter):** As outcome indicator data becomes available, grantees and partners should conduct a formal review (i.e., "Turn the Curve") of the population-level outcome indicators their community is working to improve over time. This review should take place soon after new data becomes available

for your selected indicators, since many population-level indicators — such as Census data — are only updated annually or with a one- to two-year lag. This review could include:

- Comparing current values to prior years to identify whether conditions in your community are trending in the right direction.
- Discussing findings with your partnership leadership table, so the full partnership shares visibility into how the community is doing on these longer-term measures.
- Reflecting on strategy alignment — whether your current programs and strategies still make sense given what the data shows, or whether adjustments are needed.
- Revisiting your selected outcome indicators, if your Result Area focus or community priorities have shifted since you last selected them.

Section 2: Population-Level Outcome Indicators

ENOUGH grantees are expected to identify a set of population-level outcome indicators — longer-term measures of whether conditions in your community are improving over time. These are the north-star metrics that your partnership is collectively trying to move. Population-level outcome indicators are available from public sources and many have a 1-2 year lag in reporting (for example, the most current US Census data in 2026 represents conditions in 2024).

What are population-level outcome indicators?

Population-level outcome indicators are data points that help us understand how we are doing toward our result — not just the people enrolled in your programs. Examples include:

- Chronic absenteeism rates at local schools
- Median household income in your Census tracts
- Violent crime rate in your zipcode

These outcome indicators change slowly and are influenced by many factors beyond your programs. GOC does not expect you to set quarterly targets for population-level indicators, as we know these indicators are heavily influenced by variables beyond the control of ENOUGH grant funding. What we do expect is that you are paying attention to them, that your strategies are aligned to them, and that you and your partners are committed to sharing accountability for contributing to these outcome indicators over time. And we hope you will celebrate any movement in the right direction, no matter how small.

How to select your outcome indicators

ENOUGH grantees are expected to use the ENOUGH Datahubs to identify outcome indicators. This ENOUGH community-specific Datahub is pre-populated with key indicators of your community's well-being to support strategic planning processes, community needs assessments, and Neighborhood Action Plan development. The Datahub includes several indicators with data provided and updated by Maryland state agencies, along with other external data sources. Each indicator is linked in research to child poverty and economic mobility. For a full list of indicators included in this dashboard, their sources, and their research backing, please view the ENOUGH Outcome Indicators Bank.

Implementation grantees should identify at least one population-level outcome indicator in each of the four ENOUGH Result Areas. You may select more than one outcome indicator per Result Area. Early Implementation grantees must select population-level outcome indicators only for the Result Areas in which they are currently implementing strategies; as you expand into additional Result Areas in future grant years, you will be expected to add outcome indicators for those areas.

How can I use my community needs assessment to select outcome indicators?

Your community needs assessment should serve as the primary foundation for selecting outcome indicators. It identifies the community's most significant challenges, strengths, and priorities, while outcome indicators measure whether those conditions are improving over time. For example, if your assessment identifies chronic absenteeism, housing instability, or youth violence as priority challenges, your selected outcome indicators should directly reflect those conditions. Aligning outcome indicators with your community needs assessment ensures that your measurement framework remains focused on the issues that matter most to the community and provides a meaningful way to track progress toward desired results.

In RBA, you can identify the most meaningful outcome indicators aligned with your needs assessment and community voice through a simple process. First, brainstorm potential outcome indicators for each result area, such as tracking housing burden, evictions, or homeownership rates for housing instability. Next, narrow these options by asking three quick questions about each one: Can you explain it simply to your community? Does it really matter to the result you're trying to achieve? And can you actually get good, timely, detailed data on it? The indicators that score well on all three are usually your best choices.

What if I have access to data at a different geography than what is offered by the ENOUGH Datahub, that I'd prefer to use?

We encourage you to select the geography that makes most sense to you and your partners. In particular, some grantees want to use school-level data rather than Census tract level data for education outcomes. However, if you plan to do this you must input the data into your Scorecard yourself.

What if I don't see an outcome indicator that I want to use in the Datahub?

Discuss this with the GOC. We will be able to come to an agreement on the right path forward!

Linking programs to outcome indicators

For each population-level outcome indicator you select, you should be able to identify at least one program or strategy that is designed to contribute to moving that indicator. You do not need a direct causal link, but you should be able to describe a logical connection: what your program does, what change it creates for participants, and how that change can contribute to the long-term outcome indicator.

- **A strategy** is an intervention that has a reasonable chance of contributing to the outcome indicator and result. The strategies are developed because you believe they will address root causes associated with the outcome indicator and hopefully will make a contribution toward moving the outcome indicator in the right direction. This is the ideal. However, we understand that depending on your implementation journey, you may have more than one outcome indicator associated with a strategy. This is permissible, but selecting one is the preference and helps simplify alignment of all the components.
- **A program** is a specific, organized effort or initiative that contributes to the broader strategy. Programs should be tied to one strategy. In plain terms: think of a strategy as your overall approach (e.g., "improve school attendance"), and a program as the specific thing you're running to carry it out (e.g., a mentoring program for chronically absent students).

Accountability to your indicators

When you select population-level outcome indicators, you and your partners are committing to:

- Monitoring those indicators regularly and sharing updates with GOC
- Discussing them at your partnership leadership meetings
- Using them to inform decisions about whether your current strategies are working and where you may need to adapt

GOC understands that **population-level change takes years** and that ENOUGH funding is one piece of a much larger ecosystem of investment. We will not hold you accountable for moving these indicators in a single grant year. We will hold you accountable for paying attention to them, using them to guide your work, and striving to contribute to them over the long-term.

Section 3: Program-Level Data Requirements

For every program funded in whole or in part by your ENOUGH grant, the GOC asks for three types of progress measures. These align with the Results-Based Accountability (RBA) framework:

Progress Measure Type	What It Means
"How Much" (e.g., output)	Who did you serve and what did you provide? (e.g., number of families enrolled, number of workshops held, number of meals distributed)
"How Well"	How well was the program delivered? (e.g., attendance rate, completion rate, participant satisfaction)
"Better Off" (e.g., outcome)	Are participants better off because of the program? Was any difference made? (e.g., increase in reading level, number of participants who gained employment, reduction in reported housing instability)

What if a program does not have "How Well" or "Better Off" measure data?

GOC recognizes that for some programs, meaningful "how well" or "better off" data is difficult to collect. For example, a food distribution program may only be able to tell us how many meals were distributed, not whether food insecurity improved for those families. If a program does not have "how well" or "better-off" measures due to the nature of the program, please communicate that to the GOC, so we can come to a mutual solution.

Setting targets

For each progress measure, set targets so you can assess whether your programs are on track each quarter. Targets should be:

- Set at the quarterly level if you receive data quarterly. If you receive data less frequently (e.g., annually), note this and set targets for the relevant time period instead.
- Based on a baseline value if one exists. If you are launching a new program and do not have a baseline, set a target using data from other similar programs, historical partner performance in similar efforts, etc.

- Challenging, yet attainable. In other words, targets you genuinely believe you can hit, but that still push you and your program to improve.

Section 4: Frequently Asked Questions

How do we handle potential duplication in the data (i.e., # participants served when some are served in multiple quarters)?

We suggest you set up an annual version of the same measure in Scorecard, and once a year, provide a distinct (de-duplicated) count of people served. Meanwhile, report the total number of participants served each quarter, and don't worry about overlap — the same person being counted in more than one quarter is expected and fine. We are not asking you to de-duplicate at the quarterly level, since that kind of data matching is genuinely difficult for most community organizations to do in real time, and we would rather your progress measures be something you can collect reliably than something technically precise but burdensome.

What standard should we use to document the quarter a data point is from (e.g., fiscal year, calendar year, etc.)?

Going forward, the GOC will be using calendar years for progress reporting (e.g., CY26 Q1 - Jan 1 to March 31, etc.).

Is it okay if a program serves a small number of people? And how does that really connect to the outcome indicator if so?

Yes. No single program is expected to move a population-level outcome indicator on its own — the outcome indicator is a shared, long-term measure for your whole partnership. When you set a target for a small program, set it at a level that reflects your genuine expectations. If you hit that target, it tells us the program is on track, regardless of scale. The connection to your outcome indicator doesn't need to be large in the short term; it just needs to be a logical contribution.

How does GOC use a poverty measure that lags by two years to understand progress and what could we look at in the interim?

The child poverty rate lags roughly two years (the most current Census data in 2026 reflects 2024 conditions), so we do not expect it to move quickly or to reflect a given quarter's activity. In the interim, we look at your program-level "How Much," "How Well," and "Better Off" measures and your selected outcome indicators (which often update more frequently than the poverty rate itself) as the leading signals of the contributions to the outcome indicator are on track, and we use the poverty rate as a longer-term check on the success of ENOUGH.

Do I need to change the outcome indicators I selected during my grant application?

Not necessarily. If your current outcome indicators still reflect priority issues that your community wishes to address, you do not need to change them. However, if your strategies have shifted since you applied, or if your application did not include indicators in all the areas where you are now implementing, this is your opportunity to update them and make sure they reflect your actual work. Use this process to get it right, not just to comply.

What if we use Baltimore City neighborhood-level data (e.g., crime data from the Baltimore Neighborhood Indicator Alliance)?

Yes. You're welcome to use local data sources that are more granular or more directly relevant to your community than what's in the GOC Datahub. This is common for Baltimore City grantees using neighborhood-level data.

What if data is only available once a year or with a significant time lag?

For program-level progress measures, quarterly reporting is the expectation, but if a particular measure is only collected annually (e.g., a post-program survey administered once per year), note this and provide the data on an annual basis with a brief explanation in the Data Discussion.

What if a program is funded by multiple sources, not just ENOUGH?

Report on the full program, not just the ENOUGH-funded slice of it, as long as ENOUGH funds are supporting the program in part and contributing to its outcomes.