



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



Partners for
Rural Impact

ENOUGH Grant Program

Partners for Rural Impact:
ENOUGH for Rural-Serving Local Management Boards

July 31, 2024

Webinar Agenda

- 1 ENOUGH Grant Program Overview**
- 2 Local Management Board Overview**
- 3 ENOUGH through a Rural Lens**
- 4 Q&A and Applicant Resources**



ENOUGH Grant Program Overview

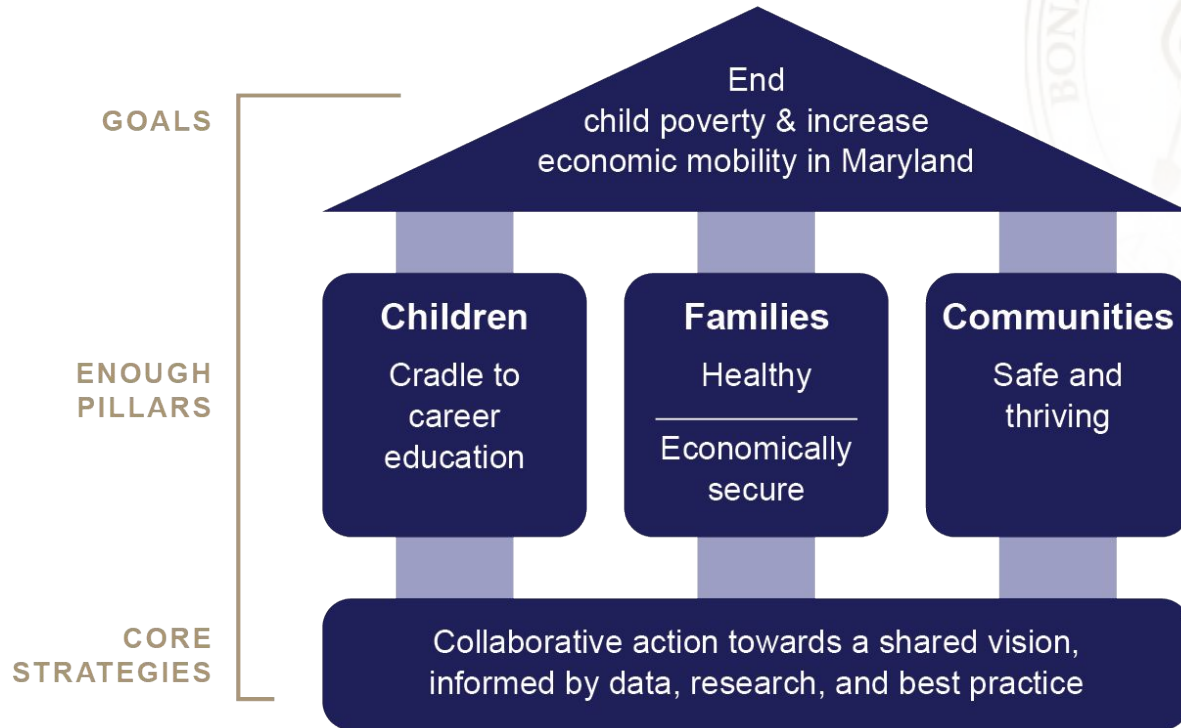
ENOUGH Initiative

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

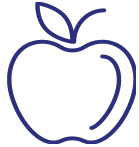
ENOUGH Theory of Action



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:

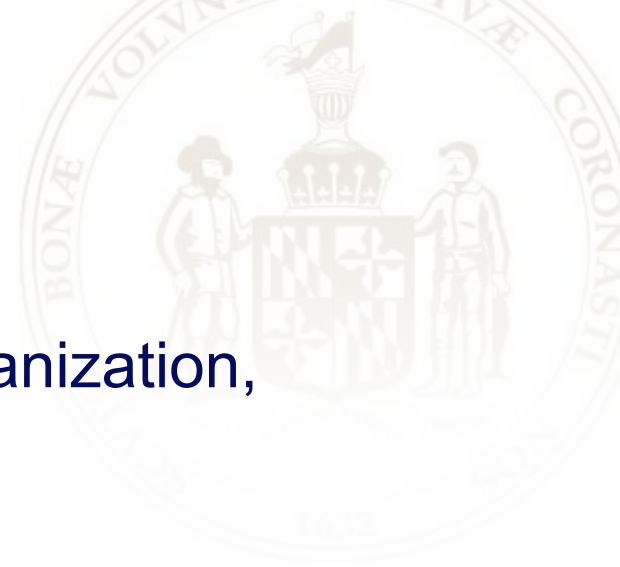
- community-based organization
- non-profit organization
- local government entity
- Local Management Board
- Community Action Agency

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>

Local Management Board Overview

Local Management Boards

The core function of the Boards is to identify priorities and target resources for a jurisdiction's communities.

- **Convene** stakeholders and strengthen **decision-making** capacity
- Influence the **allocation of local resources**
- **Coordinate services** to eliminate fragmentation and duplication
- Provide **training and technical assistance** for local partners
- Create an **effective system of services** that improve outcomes for all children, youth, and families

Local Management Boards and ENOUGH

Local Management Board ENOUGH Roles

- Serve as a Community Quarterback for the ENOUGH Grant Program
- Serve as a member of the Partnership Collaborative
- Build the capacity of ENOUGH Grant Program Track 1 - Partnership Development grantees and other high-poverty communities within their jurisdictions to design and implement place-based strategies that increase economic mobility and reduce child poverty.



Partners for Rural Impact

The ENOUGH Act through a Rural Lens



Engaging Neighborhoods, Organizations, Unions, Governments and Households Act

The ENOUGH Act for LMBs using a Rural Lens

Technical Assistance · July 31, 2024



Dr. Shanda Crowder



VP of Capacity & Implementation at PRI

- 20+ years experience in education, human services
- Developed and supported education and government organization structures
- Provided management and strategic planning
- Developed and implemented programs for youth, families
- Provided leadership and support for multi-disciplinary staff
- Experience in special education, school administration, inter-agency collaboration, legislative process, mental health and organizational leadership
- Former Sr. Associate within leadership development at Annie E. Casey Foundation

Partners for Rural Impact

Focused on rural

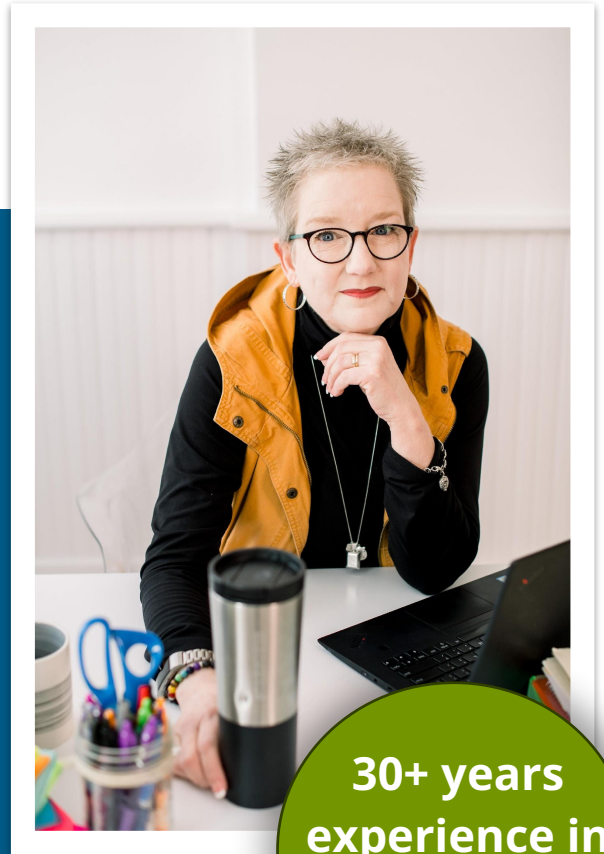
- *Capacity Building for Rural and Resource-Constrained Coalitions*
- *1:1 Support for Rural Applicants*
- *Capacity Building Tools for Rural-Serving LMBs*
- *Braiding and Blending Funding*
- *Cradle to Career*



Johna Rodgers, GPC

Consultant, National Trainer

- Longtime friend, supporter, contractor with Partners for Rural Impact (PRI)
- 25+ years working with and in rural communities
- \$300+ million in grants since 2001
- GPCI Certified (Grant Professionals Certification Institute)
- Immediate Past President, Grant Professionals Assoc. (GPA)
- GPA Approved Trainer
- 2021 Grant Professionals Class of Distinguished Fellows
- Live/Work from my ol' Kentucky home in Bowling Green



**30+ years
experience in
grants,
nonprofits**

Disclaimer!!

1. I am **NOT** an expert. I'm still learning, trying, planning, guessing, worrying....
2. Explaining everything there is to know about grants **or** rural in 30 minutes is **NOT** realistic or possible...
 - High-level overview of **what grants are** and **are not**
 - Ways to convey/embed **"rural"** as you support Track 1 applicants in writing to a non-rural audience
3. Other TA provided by PRI over the next few weeks



Let's step way back...

- Today is about how LMBs can and will help rural Track 1 applicants
- Many of you are grant savvy – or maybe not
- And your Track 1 rural applicants represent every level of grant **readiness** and **ability**
 - Never written/received a competitive proposal
 - Written an occasional competitive proposal
 - Have a grant professional on staff or contracted



First, pandemic money...

- ARP, ESSER, and other funding are/were **not** normal
- Examples?
 - \$100,000 from the Governor to cover nonprofit revenue shortfalls
 - \$10,000 to (literally) “reimburse” building repairs a year before
- A grant is typically much more difficult than a form from your governor or local government

Second, the grant concept is a formula...

- At a very basic level, a grant is simply a mechanism to transfer money from those who **have it** to those who **need** it
- That transfer occurs when we – the applicants – successfully demonstrate:
 - A need/problem
 - A clear solution or mitigation for that problem
 - And the capacity to do the work successfully



Problem

Solution

Capacity

Problem/Need

Hunger
Homelessness
Environment
School safety
Natural disaster recovery
Youth mental health
Substance use disorder
Teacher shortage
Literacy
Employment

Solutions

???
???
???
???
???
???
???
???
???



A well-designed grant...

- **Proposes** that solution
 - It doesn't beg
 - It doesn't whine
 - It doesn't have a "poor pitiful us" attitude
- Is a **proposal** for change delivered to an organization (the funder) who is working to change your world
- Is a positive, data-forward proposition from us to someone with money so we can **together** do a specific set of things

Not “free” money...

- A grant is awarded to a group to do the work of change
- Most grants are project or program oriented with “strings” attached
- In fact, a grant award is **literally** a contract between the applicant and the foundation or government funder



Critically...

- A grant **proposal** is presented to a set of human beings
- Real people read and review grants and work together to make grant awards based on a scoring or priority process
- Therefore, we must – throughout the grant development process – think about our audience, the readers
- We **must** connect/communicate with these strangers



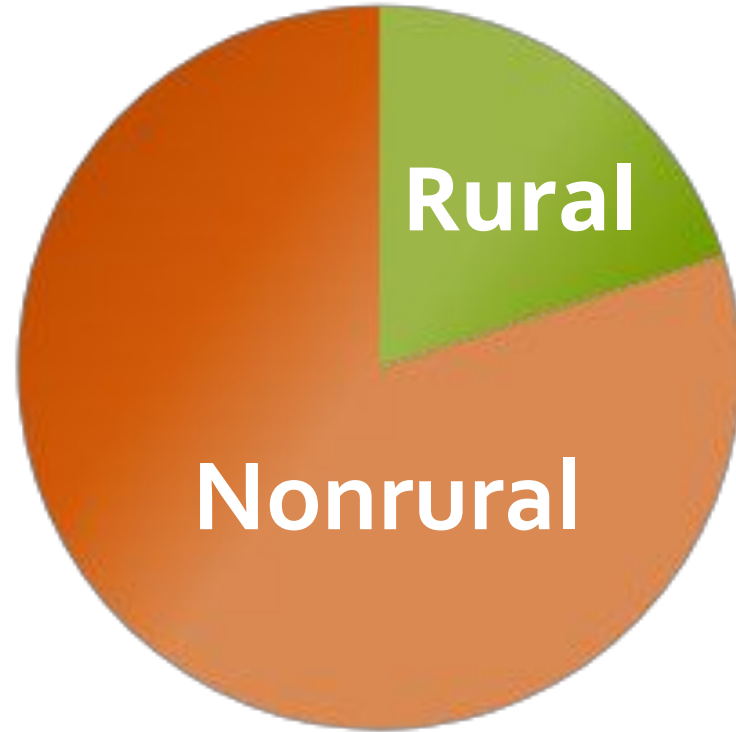
Scoring and review process...

ENOUGH Grant Program Frequently Asked Questions

29. Who will determine which applications receive funding?

Applications will be reviewed by a State Review Team that may be composed of, but is not limited to, representatives of Children's Cabinet Agencies, the Governor's Office for Children, and expert reviewers with specialized knowledge of place-based strategies, anti-poverty initiatives, community-engaged processes, structural determinants of health and economic mobility, and/or racial equity. Applications will be evaluated based on the published review criteria in the ENOUGH Grant Program NOFO, Section 6. Review Criteria, page 24. Proposed budget requests will be reviewed to ensure that costs are allowable and reasonable based on project scope.





Scoring and review process...

- Your audience already knows you need resources
- That's why this grant exists
- Therefore, do **not whine**
- Be positive!!
- **PROPOSE** the solutions!



But whatever a grant is...

- A grant is **never** about me (or you; or the applicant)
 - Not about my problems
 - Not about my agency's problems
 - Not about my agency's payroll
 - Not about our lack of personnel
 - Not about our power bill
- Nobody really cares about me or you
- Nobody cares if our organizations survive



Put more succinctly...

No one cares about the
hole in your roof...
until it starts raining on
the puppies.



Eligibility Tracks

Track 1
Partnershi
p Development

Track 2
Plan
Development

Track 3
Implementatio
n

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



THE (3) THREE ENOUGH GRANT PROGRAM TRACKS

Track 1: Partnership Development grantees will receive a grant and technical assistance from Local Management Boards to build their capacity to address the root causes of poverty at the community level. Funded activities may include building the Community Quarterback's capacity to do place-based work, strengthening community engagement, and creating cross-sector partnerships – across education, health, workforce, housing, public safety and community development issue areas – united in the common goal of ending childhood poverty.

Track 2: Plan Development grantees will work with partners (non-profits, anchor institutions, schools, local governments, unions, philanthropy, residents, etc.) to conduct community asset mapping and needs assessments, and build a neighborhood action plan to end child poverty tailored to local needs and assets.

Track 3: Implementation grantees will launch approved neighborhood action plans, activating strategies that address the three ENOUGH pillars and engaging in ongoing progress monitoring, community engagement and continuous improvement. Grantees will also develop plans to secure and leverage additional funding streams to support their strategic vision.

Let me be clear...

No one will hand you \$5 million just because you “think” you can do good things.

In Track 3, you must demonstrate your capacity through your
Neighborhood Action Plan.



Let me be clear...

ENOUGH Grant Program Frequently Asked Questions

34. Can a Track 1 grantee advance straight to Track 3 in the next cycle?

Applicants will be evaluated based on the qualifying factors for each track in this first competition and in future fiscal years. Grantees that plan to apply for a second award in a future cycle should plan to progress only one track. Though Track 1 grantees will not be barred from submitting an application to Track 3, it would be unlikely that an application would be competitive for Track 3 based on the activities completed in the Track 1 project period alone.



Demonstrating need w/data...

- Eligibility requirements
- ENOUGH Data Dashboard (and other sources)
 - Annie E. Casey Foundation ([KidsCount](#))
 - U.S. Census
 - Area academic data
 - Area health data
 - Area economic data
 - Etc.



Apply the needs-based theme...

- Partnerships?
- Quarterback?
- Track 1 activities?



Needs-based theme w/aligned partners

- Childcare
- Healthcare
- Opioid use disorder
- Academic gaps in reading, math
- Career technical gaps
- Transportation
- Refugees
- Family advocacy/services

**Unique
to
them!**





Problem

Solution

Capacity

Your work with applicants...

- Page 6 of the Applicant NOFO (Section 2.1)
 - An overview of Track 1: Partnership Development
 - Your expertise, convening authority, and infrastructure to deliver technical assistance through November 1
- Applicant NOFO Appendix B, page 31....

Their expectations of you (and us)...

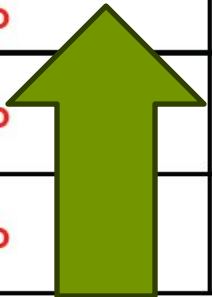
- Your knowledge of the ENOUGH program
- Your ability to quickly answer questions
- Your assistance in direct and simple ways (e.g., there are soooo many resources)
- Your laser-like focus on their Track 1 proposal development
- Your creativity in finding & connecting theme-based partners

Their Track 1 framework...

- General NOFO, Track 1 narrative instructions
 - Page 13-15
 - Proposal templates here:
<https://goc.maryland.gov/Pages/enough-support.aspx>
 - The focus is moving from Track 1 (now) to Track 2 readiness (2025)

Criteria Required to Qualify

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



Partners and applicant capacity...

- LMBs will work with the local Quarterback to develop the Collaborative Partnership
 - Finding partners
 - Helping the Quarterback convene partners around the need/theme
 - Finding more (appropriate) partners
 - Developing the Quarterback's leadership capacity, as needed
 - Developing the project's overall capacity. as needed
 - Etc.

Partners and applicant capacity...

- Each of the previous points align directly to the proposal criteria/proposal narrative (p. 13-15)
- In providing TA, consider using these bullets to:
 - a. Determine each applicant's readiness or weaknesses
 - b. Create strategies or bring ideas on how to address any gaps
 - c. Continually help them return to their needs-based theme

Problem

Part 1A

Community
Geography

Solution

Part 2A

Partner Engagement
and Community
Co-Creation

Capacity

**Parts 1B, 2B, 2C,
2D**

Community
Quarterback Qual.,
Role

Part 3

Capacity Building

Governance Structure
Data Capacity and
Fiscal Infrastructure
Challenges and Gaps

Partners and their roles...

- Must clearly, i.e., **obviously**, align to the stated problem
- Should add to the project's capacity (to create the collaborative)
- Be willing to work toward change
- Understand the limited nature of Track 1 work (and funding)
- See the Quarterback as the lead of the project (respect)
- Be willing to sign a letter of commitment for Track 1

Partners and their roles...

- How many partners?
- Where to find partners in rural?
 - Required core partners (pp. 28-29)
 - Other suggested partners
 - Typical rural partners
 - Unique rural partners
- Geography?

Key tips for rural applicants...

- Do things “with” not “to” rural applicants
- Form relationships with rural participants, particularly the Quarterback
- Treat the applicant as they rural experts they are
- Guide through questions, modeling, and mostly listening
- Understand that rural communities **absolutely** have the ability to do this work – with support



Key tips for rural applicants...

- Help applicants demonstrate what **their** “rural” means
 - Farming community?
 - Number of people per square mile (compared to Baltimore)?
 - Number of grocery stores/markets?
 - Number/Pattern of schools?
 - Lack of a hospital?
 - Average value of homes compared more affluent areas?
 - Median income vs. other areas?
 - Etc.



Key tips for rural applicants...

- Spend significant time with the GOC's resource page:
<https://goc.maryland.gov/Pages/enough-support.asp>
X
- It's a lot but we all need to read everything!
- Dedicate an **entire day** to really understand what's required to create an effective proposal
- Take advantage of the various checklists in the NOFO



Key tips for rural applicants...

- Check the website at least twice a week
- Read the FAQs
- **Expect** additional documents and notes
- It is your responsibility to keep checking
- Listen to the webinars



Key tips for rural applicants...

- Finally, think about the mechanics of the **writing**
- Rural communities often divide up the work of grant proposals, but be smart about it
 - Understand the point values
 - Understand the weight of each section
 - Think about the importance of each
 - See page 26 of the General NOFO...

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

- 15 pages allowed for Track 1
- Which section should get the most attention?

Application Components (criteria)	Track 1	Track 1
1. Community and Community Quarterback		15 pages
1-A. Community Geography and Profile	15	2.25
1-B. Community Quarterback Qualifications and Leadership Role	5	0.75
2. Capacity for Collaborative Action		
2-A. Partner Engagement and Community Co-Creation	25	3.75
2-B. Governance Structure	10	1.5
2-C. Data Capacity and Fiscal Infrastructure	5	0.75
2-D. Challenges and Gaps	5	0.75
3. Needs Analysis and Proposed Plan		
3-A. Plans for Community Assessment and Capacity Building (Track 1)	30	4.5
3-A. Preliminary Community Needs Assessment and Opportunities (Track 2)		
3-A. Neighborhood Action Plan (Track 3)		
3-B. Plans for Comprehensive Asset Mapping & Needs Assessment (Track 2)	N/A	0
3-B. Data-Driven Needs Assessment and Prioritized Outcomes (Track 3)		

• **Example only!!!**



You be you!!

- LMBs are in a unique position to help
- You are **not** the big, scary state government
- Help rural communities trust you by providing excellent, non-scary customer service
- Again, be curious, ask questions. Then listen
- This is an opportunity for you to make and expand relationships with rural communities that will last

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

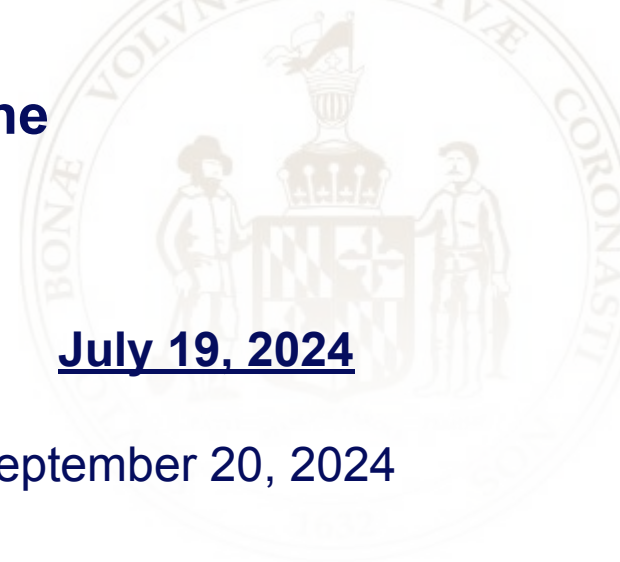
November 1, 2024

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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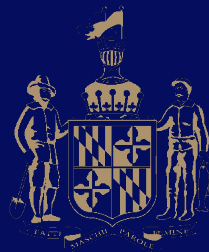
Contact Us

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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