

THE OFFICE OF GOVERNOR WES MOORE

GOVERNOR'S OFFICE FOR CHILDREN

FY 2026 Engaging Neighborhoods, Organizations, Unions, Governments, and Households (ENOUGH) Partnership Development Grants

Notice of Funding Opportunity (NOFO)

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FY2026 Application Deadline:	October 15, 2025
Projected FY2026 Start Date:	November 1, 2025

Funded by: State of Maryland

Governor's Office for Children
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I. Executive Summary

Maryland's ENOUGH Initiative aims to reduce the number of children living in poverty through community-led, government-supported solutions informed by residents' lived experiences and expertise, data and cross-sector partnerships. This pioneering program addresses the root causes of poverty in specific neighborhoods that have been disproportionately impacted by barriers to economic mobility, so that more children and families can prosper. To learn more, [click here](#).

This Notice of Funding Opportunity (NOFO) for FY2026 ENOUGH Partnership Development Grants includes qualifying criteria, program requirements and application guidance for **new communities** to join Maryland's ENOUGH Initiative. Applicants must propose to serve an [eligible community](#) not currently served by an ENOUGH grantee and identify a local [Community Quarterback](#) (lead applicant) organization to manage grant activities across partners.

FY26 Partnership Development grantees will receive grant funds and robust technical assistance to build the capacity of their Community Quarterback organization, convene partners across sectors and systems, activate and engage community leaders, analyze local assets and needs assessment data, and develop a formal partnership network or consortium structure to conduct a neighborhood-based initiative aligned with the ENOUGH Theory of Action.

FY26 ENOUGH Grant	Award Amount	Project Period
Partnership Development	\$65,000	11/1/2026 - 9/30/2026 (10 months)

ENOUGH-funded activities should advance outcomes under the **Four Pillars to Prosperity**, four key pillars that form the foundation of thriving communities:

- **High-Quality Childcare and Education:** We're working to ensure every child – from birth through adulthood – has access to continuous, high-quality childcare and education that sets them up for success. This includes early learning, strong K-12 outcomes, and real pathways to college and career.
- **Healthy Families:** This means access to physical and behavioral healthcare, improved mental health support, lower infant mortality, and greater life expectancy – especially in underresourced communities.
- **Economically Secure Families:** We want more Marylanders in living-wage jobs, not living paycheck to paycheck. This includes job training, small business support, and other workforce pathways. And we want Marylanders to be able to easily access benefits and economic assistance when they need it.
- **Safe and Thriving Communities:** Safe, affordable housing and a strong neighborhood fabric are essential. This pillar includes violence prevention, housing assistance, and ensuring families feel safe and supported where they live.

II. Purpose and Background

“There's a measure of intentionality that drives concentrated poverty – so there needs to be a measure of intentionality in how we're going to address it.” - Gov. Wes Moore

Launched and administered by the Governor’s Office for Children, Maryland’s ENOUGH Initiative aims to reduce the number of children living in poverty through community-led, government-supported solutions. The initiative addresses the root causes of poverty in specific neighborhoods that have been historically left behind and impacted by barriers to economic mobility. Driven by data, residents’ lived experiences and cross-sector collaboration, this grant initiative supports community-led organizations across every region of Maryland to improve access to quality healthcare, good schools, good jobs and safe neighborhoods so that more children and families can prosper. To learn more, [click here](#).

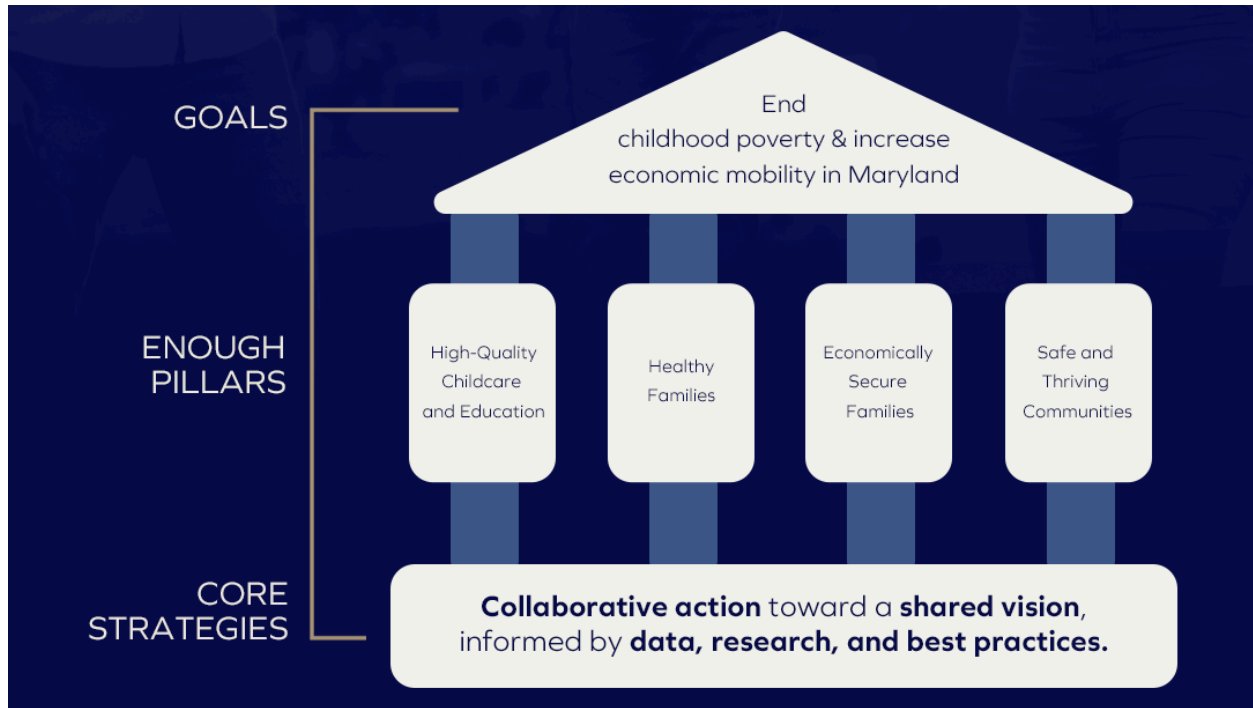
For decades, government programs have tried to reduce poverty with mixed results – and usually without directly listening to the people most affected. ENOUGH flips that model on its head by connecting the dots between state agencies, local nonprofits, and community leaders to work toward shared goals with clear outcomes. It puts funding and power directly in the hands of neighborhood organizations, not agencies or outsiders.

In FY25, the ENOUGH Initiative invested \$15 million to advance community-driven, anti-poverty strategies in 27 communities across 12 counties. The inaugural cohort of grantees have deepened cross-sector partnerships involving over 500 local organizations and engaging over 7,000 community residents, with 12 grantees building robust asset maps and needs assessments informed by local data and community voice, and 15 communities working to develop and/or implement comprehensive action plans that address the root causes of childhood poverty and create sustainable pathways to economic mobility so children and families can prosper. The three implementation communities have launched activities in 53 programs across all four ENOUGH Pillars.

Neighborhoods can provide healthy environments, support thriving families and help sustain prosperous communities, but they must be intentionally designed, purposefully built and consistently maintained over time. The **ENOUGH Theory of Action** calls for cross-sector, diverse partnerships to engage in collaborative action with community residents to identify priorities and drive decisions for neighborhood-based investments and strategies.

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ENOUGH THEORY OF ACTION



2.1 Partnership Collaborative

Applications must be submitted by a local [Community Quarterback](#) (lead applicant) organization that supervises grant activities and manages the work of an [ENOUGH Partnership Collaborative](#) ("Partnership"). Driven by the Community Quarterback organization, each Partnership will require a strong coalition of committed organizations that centers community voices in all phases of partnership, planning, and implementation.

The Partnership must include: **a community-based non-profit organization, a local government entity, and a public school as core partners**, but applicants are encouraged to build a **broad coalition of diverse 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.

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2.2 Partnership Focus

The [Partnership](#) in each community will be guided by local data, rigorous evidence, and the expertise and insights of community residents to shape a shared vision for action. Each ENOUGH Partnership should focus their strategic planning and outcome metrics aligned with the [Four Pillars to Prosperity](#), key pillars that form the foundation of thriving communities.

FY26 Partnership Development grantees will receive grant funds and robust technical assistance to build the capacity of their Community Quarterback organization, solidify cross-sector partnerships, and engage community members in developing a shared vision and setting priorities for action. During the grant project period, 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.

The capacity and infrastructure developed during the Partnership Development project period will help position grantees for future development of a Neighborhood Action Plan based on a comprehensive asset map and needs assessment across all four ENOUGH Pillars of Prosperity.

2.3 Community Leadership and Engagement

Applicants are expected to demonstrate willingness and capacity to engage **residents living in the identified community and/or focus geographic area**. Needs assessments, community asset mapping, and other planning 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.

Partnership agreements and/or governance documents developed during the grant period should describe structures, norms, processes and/or protocols that promote **accountability to community members**, particularly those with [lived experience](#) with the issues being addressed, as well as provide multiple avenues for community members to have active leadership roles in project planning, implementation, and evaluation.

Applicants and grantees will be provided resources, tools, and training to promote culturally responsive community engagement and power-sharing based on evidence and best practices.

2.4 Program Evaluation and Data-Driven Design

Successful grantees will be expected to contribute to, and participate in, the GOC's comprehensive review of the ENOUGH Grant Program. This may include identifying, capturing, synthesizing, and reporting data associated with locally prioritized progress measures and soliciting qualitative feedback about the process and impact of grant-funded activities.

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To promote data fidelity and facilitate access to systems level indicators, GOC has partnered with [Clear Impact](#) to develop the [ENOUGH Data Hub](#). This Data Hub synthesizes progress measures and outcome indicators across all four ENOUGH Pillars to help applicants and grantees identify structural barriers and inequities, as well as establish benchmarks for improvement. FY26 grantees will receive a customized data set based on its identified community and census tracts.

Applicants and grantees are also expected to examine local data disaggregated by **race/ethnicity** (when available) when engaging in the work of the ENOUGH Grant Program. 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 Pillars. 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, grantees can build power, disrupt entrenched childhood poverty, and forge new pathways to economic prosperity for families and children.

Additional information about the GOC's ENOUGH Grant Program evaluation activities will be shared with successful grantees as part of the onboarding process.

2.5 Evidence-Based Training and Technical Assistance

The Governor's Office of Children (GOC) will deliver and/or coordinate robust technical assistance and training for ENOUGH grantees to promote use of evidence-based and research-informed frameworks and models in areas such as partnership development, community-driven participatory practices and engagement strategies, equitable governance and partnering structures, fiscal mapping, braided funding, data infrastructure, and planning for collaborative action. These supports will include, but are not limited to:

- Online [Training Hub](#) with resources and training from experts on best practices;
- [Maryland Fiscal Maps](#) to aid communities in identifying opportunities drawn down new funding, braid existing funding, and identify funding gaps to ensure strategic resource allocation;
- [Data Hub](#) to aid communities in identifying inequities, prioritizing local needs, and making data-driven decisions; and
- Hands-on coaching and technical assistance from local and national experts, [Local Managements Boards](#), the Governor's Office for Children (GOC), and other relevant state and local agencies.

III. Eligibility Information

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3.1 Eligible Communities

The ENOUGH Grant Program supports anti-poverty initiatives at the community level in urban, suburban, and rural communities statewide. An eligible community (or otherwise defined geography) must meet **both** of the following eligibility criteria:

1. Include at least one U.S. Census tract where **more than 30% of children are living in poverty and**
2. Be served by a Maryland [community school](#) with a concentration of poverty level of **at least 80%**.

See the Maryland Department of Planning [ENOUGH Initiative: Community Eligibility Map](#) to view eligible geographies.

A “community” geographic boundary can reach beyond the eligible census tract(s), and multiple communities may apply collaboratively. However, the focus geography should be an appropriate size that allows for effective implementation of selected strategies and aligns with the community’s impact goals. Applicants are encouraged to be mindful of organizational capacity and logistical feasibility of implementing a focused, neighborhood-based initiative when identifying the geographic scope and scale of proposed activities.

The GOC is committed to funding a representative portfolio of ENOUGH Grant Program grantees, including urban, suburban and rural geographies. As such, GOC will only consider new communities that do not overlap or serve the [current ENOUGH grantee communities](#). You can also learn more about the current ENOUGH grantees [here](#).

3.2 Eligible Applicants and Partnerships

Eligible lead applicant organizations ([Community Quarterback](#)) may be any of the following:

- community-based organization,
- non-profit organization,
- local government entity,
- Local Management Board (LMB), or
- Community Action Agency (CAA)

The Community Quarterback organization should have deep relationships in the focus community and the capacity to drive implementation across multiple partners. The Community Quarterback organization is presumed to be responsible for compliance, reporting, and financial stewardship of the grant award, but a separate [Fiscal Sponsor](#) organization is permitted.

[ENOUGH Partnership Collaboratives](#) (Partnerships) must include the following minimum core partners:

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- a community-based non-profit organization,
- a local government entity, **and**
- a public school¹

The Community Quarterback may also serve as one of the required core partners, but applicants are expected to build a broad coalition of partners representing a wide range of local perspectives and interests. (See partner suggestions under the definition of ENOUGH Partnership Collaborative in [Appendix A](#)). 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.

IV. Timeline and Award Information

4.1 Important Dates

Technical Assistance Webinar:	September 4, 2025 at 1pm
Applications Due:	October 15, 2025
Projected Start Date:	November 1, 2025

Note beginning in FY27 and in future funding cycles, the ENOUGH Grant project period will be October 1st - September 30th.

4.2 Anticipated Awards

Maximum Award Amount:	\$65,000
Anticipated Number of Awards	Up to 3
Project Period:	11/1/2025 - 9/30/2026 (10 Months)

V. Application Requirements

Partnership Development Grant applicants must demonstrate in their applications:

- an eligible Community Quarterback organization with a history of successful collaboration with other local organizations,
- letters of commitment from organizations representing the three (3) core partners,
- community readiness to address at least one of the ENOUGH Pillars of Prosperity, and

¹ The public school partner may be the community school serving the focus geography, but it may also be a different public school serving the same community.

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- clear plans for engaging community residents in reviewing and interpreting community needs and assets in an ENOUGH-eligible community (Census tract).

5.1 Application Checklist and Formatting Requirements

Formatting Requirements and Page Limits

1. **Project Narrative**
 - 10 pages maximum
 - Organize the narrative with headings aligned with instructions and consecutively number all pages.
 - Use 8.5 x 11 sized paper with 1-inch margins, single-spaced.
 - Use Times New Roman or Arial font, minimum 11-point, black.
2. **Line-Item Budget and Budget Narrative**
 - Use Excel Budget Form available [here](#).
 - See [Appendix C](#): Budget Narrative Instructions.

Application Checklist

A complete application package includes an online cover page form and multiple attachments that must be [uploaded into Submittable](#).

Application Component	Required/Optional	Format
• Cover Page Details	Required	[Submittable Form Fields]
• Project Narrative	Required	PDF Upload, 10 Page Limit
• Line-Item Budget Form	Required	Excel Upload*
• Letters of Commitment from Three Required Core Partners	Required	PDF Upload, No Page Limit
• Leadership Team Table	Required	Excel Upload*
• Partner Organizations Table	Required	Excel Upload*
• Preliminary Needs Assessment: <i>Crosswalk of Existing Assessments and Opportunities for Action</i>	<i>Optional (Strongly Preferred)</i>	Excel Upload*
• Partnering Agreement (e.g., MOU or MOA) Signed by Organizational Partners	<i>Optional</i>	PDF Upload, No Page Limit
• Supplementary Documents (e.g., Organizational Chart, Community Map, Data Charts/Tables, etc.)	<i>Optional</i>	PDF Upload, No Page Limit

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*Use templates available for download in Appendix B.

3.3 Project Narrative Instructions

PART 1 | Community and Community Quarterback

(2-3 Pages)

1-A. Community Geography and Profile

1. Identify the community and geographic boundaries of the community you propose to serve.
2. Describe the residents and families who live in the focus community and the student profile for the local community school serving the community, including the racial/ethnic and socio-economic demographics.
3. Describe aligned community assets and other collaborative efforts (including programs already provided from Federal, State and local sources) within, or accessible to, the focus community.
4. Provide a brief history of the partnership's engagement in the community and how the partnership is currently delivering services or engaging individuals who live and work in the geographic boundaries identified.

1-B. Community Quarterback Qualifications and Leadership Role

5. Provide a brief description of the experience and achievements of the Community Quarterback that qualify the organization to serve in this role, including examples of prior success in similar leadership roles that required coordination across partners and monitoring progress towards outcome metrics.
6. Describe how community members with lived experience are represented or engaged by the Community Quarterback organization and that organization's processes that ensure community members have a voice in the organization or proposed activities.
7. Describe the infrastructure, staffing, competencies, or assets that demonstrate the Community Quarterback's capacity to provide daily management and aligned revenue sources to cover operational expenses associated with the ENOUGH Initiative, including prior experience braiding or distributing funds. If using a [Fiscal Sponsor](#), briefly describe the experience and achievements that qualify that organization for that role.

PART 2 | Capacity for Collaborative Action

(3-4 Pages)

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2-A. Partner Engagement and Community Co-Creation

8. Describe how engaged organizations currently partner to deliver services, work toward a shared agenda, or advance outcomes aligned with ENOUGH Pillars of Prosperity.
9. Identify key organizations and institutions that are not currently engaged, and how you would bring them into the ENOUGH partnership.
10. Detail how local community residents and community leaders have been involved in foundational planning and preparation of this application.

2-B. Governance Structure

11. Describe the governance structure for the partnership, including the system for holding partners accountable **OR** how the partnership will develop this structure.
12. Describe how the partnership will develop clear roles for youth, families, people, and groups with lived experience and/or are most impacted by decisions locally.

2-C. Data Capacity and Fiscal Infrastructure

13. Describe how the partnership uses and shares or will use and share data to inform efforts, promote transparency and accountability, and monitor progress towards shared goals.
14. Identify any existing or planned technology platforms, data systems, or financial management software that is currently used, or will be used, by the partnership to:
 - a. create a connected continuum of services designed to support children living in poverty and their families,
 - b. manage and/or distribute public or philanthropic funds,
 - c. monitor progress on priority outcomes, or
 - d. improve the partnership's capacity for collaborative action.

2-D. Challenges and Gaps

15. Identify and describe any anticipated barriers, challenges, or gaps that could be encountered when analyzing the needs of the community and engaging in a participatory community planning process.
16. For each identified barrier, challenge, or gap, describe potential solutions and how ENOUGH grant funds would bridge gaps and/or strengthen the partnership's collaborative capacity to address anticipated barriers and challenges.

PART 3 | Proposed Plan

(3-4 Pages)

3-A. Plans for Community Assessment and Capacity Building

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17. Describe the partnership development processes and capacity building activities you will implement using ENOUGH grant funds and technical assistance, including how you will integrate community-driven participatory processes and specifically engage youth and families to shape planning and priorities.
18. Describe how local data dashboards, asset maps, needs assessments, and gap analyses will be examined and leveraged to prioritize community needs.

VI. Review Process

GOC staff will first conduct a technical review of application materials, including community and applicant eligibility, required core partners, formatting compliance, and completeness of the application package. Those passing technical review will be objectively evaluated using the Partnership Development Grant Program review rubric in [Appendix D](#).

The GOC is committed to funding a representative portfolio of ENOUGH Grant Program grantees. As such, GOC will only consider new communities that do not overlap or serve the [current ENOUGH grantee communities](#).

Financial Due Diligence: GOC staff will perform a cost analysis of each recommended project to ensure that costs clearly relate to the activities and objectives of the project, are reasonable, allowable, and allocable. Staff will also take into consideration the size of the community and the number of children to be served. Budget requests may be altered or reduced based on this review.

VII. Disbursement of Funds

Disbursement of Funds

GOC will issue one hundred (100%) percent of the funds upon receipt of the grantee's signed Project Commencement Form. Please note that it can take 2-3 weeks for payment to be processed and received by the organization. The grantee should anticipate receipt of payment 30 days following the receipt of the executed agreement.

Electronic Funds Transfer (EFT)

The GOC and its fiscal agent STRONGLY encourage the use of electronic funds transfer (EFT). To obtain the appropriate form, the address to submit the form, and a general overview, including FAQs, see: <https://marylandtaxes.gov/divisions/gad/eft-program.php>.

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 Plan Development and Implementation, 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

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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.

Evidence-Based: "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. 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. Clearinghouse resources focused on identifying and evaluating evidence-based programs available [here](#).

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

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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 engaged 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): Applicants to Plan Development and Implementation must submit a formal partnering agreement (MOU/MOA) signed by all organizational partners that: (1) defines the purpose or vision of the cross-sector partnership as it relates to neighborhood-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. The MOU/MOA does not have to be developed specifically for the ENOUGH Grant Program application, but it should be broad enough to cover proposed grant-funded activities.

Neighborhood Action Plan: A community-driven, neighborhood-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. Neighborhood Action Plan development and prioritization should acknowledge and leverage existing needs assessments, including those conducted for the community school serving the eligible 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 Pillars; (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 may cross-reference the Work Plan, RBA Plan and Program + Evidence Table attachments rather than duplicating these details. Neighborhood Action Plans developed for the purposes of the ENOUGH Initiative and ENOUGH Grant Program should be submitted for review by the GOC. See guidance for Neighborhood Action Plan development [here](#).

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.

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Pillars of Prosperity: Aligned with the ENOUGH Theory of Action, the Four Pillars of Prosperity describe the broader systems, structures, and social determinants that will be changed or improved through ENOUGH. Collectively, the associated indicators describe the condition of well-being for children, families, or the focus community. ENOUGH Pillars include High-Quality Childcare and Education, Healthy Families, Economically Secure Families, and Safe and Thriving Communities.

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, and 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.

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 | Application Templates

Application Templates	Format	Template
<ul style="list-style-type: none"> Project Narrative 	Upload	Word
<ul style="list-style-type: none"> Line-item Budget Form 	Upload	Excel
<ul style="list-style-type: none"> Leadership Team Table 	Upload	Excel
<ul style="list-style-type: none"> Partner Organizations Table 	Upload	Excel
<ul style="list-style-type: none"> Preliminary Community Needs Assessment: <i>Crosswalk of Existing Assessments and Opportunities for Action</i> (Strongly Preferred) 	Upload	Excel

Template Instructions: Download the template via the download hyperlink, complete required information, and upload final documents as attachments in the ENOUGH Grant Program online submission via Submittable.

Appendix C | Budget Narrative Instructions

Each application must include a line-item budget and budget narrative in the provided Budget Template (Excel) to briefly explain how costs were calculated or projected. The Budget Template also offers an opportunity to identify leveraged cash and in-kind resources and assets.

Funds awarded to the Community Quarterback as primary grantee may be transferred, subcontracted, or sub-granted to partners to accomplish proposed activities.

Matching Funds

- No matching funds are required, though Early Implementation and Implementation applicants are expected to detail plans and processes for identifying other sources of public and private funding to implement the Neighborhood Action Plan.
- All non-ENOUGH Grant Program revenue that is paid/awarded/administered to and by the Community Quarterback organization in support of a program/strategy/planning activity must be identified as one of the following types of leveraged resources.
 - Cash Contributions: Funding that flows directly through/to the Community Quarterback organization (or Fiscal Sponsor) to support ENOUGH Grant Program activities. This can include philanthropic funding, corporate earned revenue or funding; earned revenue or funding, and/or government revenue or funding.
 - In-Kind: Donation or provision of goods or services other than cash contribution. Examples include supplies, furniture, facilities or services/labor.

Ensuring Funds are Allowable, Allocable and Reasonable

Funds received, expended and/or sub-granted under the ENOUGH Grant Program 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, indirect costs, and any other projected expenditures.

Personnel

Project 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**

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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 Project Narrative.

Example 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 calculation and rationale for each line item, including how the expense directly connects to activities described in the Project Narrative.

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 Project 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 \$.70 cents/mile rate as of 1/1/2025.
 - 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.maryland.gov/Pages/TravelManagementServices.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 contracts for services like training, evaluation, program delivery, or website design. Payments to an outside agency for the work of their

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employee(s) or any other services are considered Contractual Services. Include consultant 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.

Note: For the Community Quarterback Budget, **partner organization** subcontract or sub-grant budgets are detailed in separate tabs that roll up into a “Partner Summary” tab. These partner budgets should not be included in the Community Quarterback’s Contractual Services budget category.

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 and Rationale

- Indicate the estimated unit cost for each item to be purchased.
- Identify each type of equipment.
- Provide the basis for cost estimates or computations.

Fixed assets purchased, generated or arising from the use of state funds are the sole and exclusive property of the state. The Office has the first right of refusal to reclaim or dispose of the assets, and can also waive its right of recovery. The grantee should not transfer or dispose of any fixed assets purchased with funds from the Office unless prior approval is obtained by the Office. The grantee should first contact the Office prior to any action occurring.

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**. *Do not include costs that are included in the indirect cost rate.*

- Provide the cost per item (e.g. food = \$500, subscriptions = \$100).

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- 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

Indirect Costs

- Up to 15% of Modified Total Direct Costs (MTDC)* may be requested for indirect costs if the grantee or sub-grantee is a non-profit organization.
- Indirect costs are those incurred for a common or joint purpose benefiting more than one cost objective, and not readily assignable to the cost objectives specifically benefited.
- Calculation of indirect costs must comply with [State Finance and Procurement Article § 2-208](#) of the Annotated Code of Maryland and the U.S. Office of Management and Budget (OMB) definition of Modified Total Direct Costs (MTDC) per the [OMB Guidance for Grants and Agreements](#).

*If there are no individual subcontracts over \$50,000 then it is presumed that applicants may calculate indirect costs using their total project direct costs (Community Quarterback direct costs + partner budgets). If any single subcontract/sub-grant exceeds \$50,000 you must “modify” the cost base by subtracting the amount over \$50,000 from the total project direct cost base before calculating indirect cost. For example:

- A project with \$300,000 total direct costs includes a \$75,000 subcontract. To calculate indirect costs the applicant would subtract the extra \$25,000 (amount above \$50,000) from their total direct costs before calculating the 15% indirect line item. So they would use $\$275,000 \times 0.15 = \$41,250$ in indirect costs.

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;

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6. Personal use by employees of organization-furnished automobiles (including transportation to and from work) and other assets;
7. Fines and penalties and interest on fines and penalties;
8. Assets, goods or services for personal use;
9. Interest on borrowed capital/lines of credit;
10. Costs of organized fundraising events (galas, auctions, tournaments);
11. Costs of investment counsel/management;
12. Lobbying;
13. Losses on other awards;
14. Renovation/remodeling and capital projects;
15. Gifts for Board members and/or Board employees;
16. 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;
17. 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;
18. 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;
19. Investment fees and losses;
20. Flex fund expenditures;
21. For fee-for-service contracts, vendor staff vacation, sick leave and other leave time during which services were not provided; and
22. 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) except when materials are program supplies for participants and/or staff participating in a specified program or event.

Appendix D | Review Rubric for Partnership Development Grants

Community Geography and Profile

Understanding of the Community and Appropriate Size to Advance ENOUGH Theory of Action

- **Excellent:** The application clearly describes community assets and the residents and families living in the focus community, including data about racial/ethnic and socio-economic demographics and the student profile for the local community school. The size and population density of the geographic area appears appropriate to advance a neighborhood-based strategy that aligns with the ENOUGH Theory of Action.
- **Good:** The application provides moderate detail about community assets, residents and families, but may be missing key racial/ethnic or socio-demographic data. The scale and scope of the focus geography are generally appropriate and feasible to advance the ENOUGH Theory of Action.
- **Unsatisfactory:** The application is missing critical information about community assets, the racial/ethnic or socio-demographic makeup of the population to be served, or the size of the geographic area and/or its population density raise concerns about whether it is feasible to implement a neighborhood-based strategy in this community.

Long-Standing Connections and Trusting Relationships in the Focus Community

- **Excellent:** The partnership has clearly demonstrated deep, long-standing connections and trusting relationships in the focus community. There is substantial evidence of sustained engagement and mutual trust, with significant detail about partnership services and engagement with individuals who work and/or live within the geographic boundaries of the community.
- **Good:** The partnership has established significant connections and trusting relationships in the focus community, with solid evidence of ongoing engagement and trust. The partnership's history in the community may be limited, but sufficient to demonstrate that it could be successful carrying out proposed activities.
- **Marginal:** The partnership has some connections and relationships in the focus community, with moderate evidence of engagement and trust. However, the application lacks details about the partnership's prior or existing level of community engagement or the services it is delivering in the focus community.
- **Unsatisfactory:** The partnership has provided only minimal details about the existing connections and historical relationships in the focus community. Missing details are significant enough to raise concerns about the quality of the partnership's relationships and capacity to lead ENOUGH activities in this community.

Community QB Qualifications and Leadership Role + Leadership Team Table

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Community Quarterback Leadership and Experience

- **Excellent:** The application provides pertinent examples of the Community Quarterback's prior success in similar leadership roles that required managing multiple partners and/or distributing funds, and the Community Quarterback Organization demonstrates a strong commitment to community member leadership in its organization. The application describes how the Community Quarterback plans to solicit input from partners and how decisions will be made across partners. The Leadership Team Table includes several individuals that live (or have lived) in the community.
- **Good:** Details are provided about prior projects that required coordination across partners and/or distributing funds, and the Leadership Team Table includes at least one individual that lives (or has lived) in the community. The application describes how decisions will be made across partners and how community members are consulted or engaged with organizational processes of the Community Quarterback organization, though a commitment to community leadership and authority may not be clear.
- **Unsatisfactory:** The application does not provide pertinent examples of the Community Quarterback's experience leading similar projects and/or provides minimal details about partner decision-making or examples of community involvement. The Leadership Team Table may or may not include individuals from the community.

Community Quarterback Infrastructure and Capacity

- **Excellent:** The application clearly demonstrates that the Community Quarterback organization (or its fiscal sponsor) will have the staffing, infrastructure, and internal systems required to manage ENOUGH activities across partners, including braiding and/or distributing funds, covering operational expenses not requested in the grant budget, and connecting activities with additional community assets. The Community Quarterback has prior experience tracking progress and outcome measures.
- **Good:** The application demonstrates most of the above, but there are minor gaps or missing details in one or more areas.
- **Unacceptable:** The application does not clearly demonstrate that the Community Quarterback has sufficient infrastructure or capacity to serve in this role.

Partner Engagement and Community Co-Creation + Letters of Commitment

Partnership Experience Achieving Impact through Collaborative Action

- **Excellent:** Members of the partnership have extensive experience achieving impact through collaborative action and conducting work similar to what is proposed and/or required for identified grantees. The applicant has clearly detailed how these partners work together and how their combined efforts have led to significant community impact in ENOUGH Pillars, including data demonstrating effectiveness of these collaborative efforts.
- **Good:** Members of the partnership have considerable experience collaborating with local organizations and the applicant has provided multiple, specific examples of the partnership's collaborative actions that have achieved impact in ENOUGH Pillars. Current partnerships are strong, but there is a need for additional detail about how they collaborate and their experience conducting work required for identified grantees.

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- **Marginal:** The applicant has not clearly communicated the partnership's experience conducting similar work and/or may offer only one or two examples of collaborative actions in ENOUGH Pillars. Data demonstrating effectiveness and/or evidence of outcomes is minimal or insufficient.
- **Unsatisfactory:** The applicant has not clearly described the partnership's experience with collaborative actions in ENOUGH Pillars, and/or there are few or no examples of achieved impact from prior actions. It may be unclear how the partnership collaborates or the nature of existing partnerships engaged in the project.

Leveraging Partnership Assets, Networks, and Resources

- **Excellent:** The partnership has robust commitments from required core partners to leverage their expertise and assets for the project (verified in letters of support), and the application includes a clear, detailed, feasible plan to engage specific organizations and institutions that are not currently involved.
- **Good:** The application includes letters from required core partners that detail their commitments to the proposed work, and the application includes a solid (but general) plan to engage key organizations and institutions not currently involved.
- **Marginal:** The application includes letters of support from core partners that express enthusiasm for the project, but provide minimal details about commitments or leveraged resources. There is a basic plan to engage key organizations and institutions not currently involved, but it lacks significant detail or depth.
- **Unsatisfactory:** The application does not clearly demonstrate strong commitments from required core partners and/or there are few examples and minimal plans to engage key organizations and institutions not currently involved.

Community Involvement in Preparing Application

- **Excellent:** There is clear and compelling evidence that community residents with lived experience and community leaders have been central to decision-making processes and the preparation of this application. Multiple examples of their active involvement, authority, and influence on decisions are provided.
- **Good:** The application demonstrates that community residents with lived experience and community leaders have been involved in decision-making and the application preparation, but their role may be less central or examples of their authority are fewer in number.
- **Marginal:** The application asserts that community residents with lived experience and community leaders were involved in decision-making and application preparation, but there are limited examples or evidence of how their input was reflected.
- **Unsatisfactory:** The application describes generic or superficial level of involvement by community residents with lived experience and community leaders in project design and application preparation, with very few or no examples provided.

Governance Structure + Partner Organizations Table

Description of Existing or Planned Governance Structure

- **Excellent:** There is strong evidence of an operational governance framework and a system for holding partners accountable, either planned or in place. The application provides a clear, detailed description of a robust governance structure that aligns partners, addresses challenges, tracks data, and deploys resources effectively.

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- **Good:** The described governance framework appears functional but could benefit from further development. The application describes a governance structure that aligns partners and addresses challenges, but some details may be lacking. The application describes a basic plan for holding partners accountable.
- **Marginal:** The application provides a superficial description of a governance structure that lacks detail or comprehensive functions. There are concerns about the partnership's ability to align partners or address challenges effectively. The system for holding partners accountable is unclear.
- **Unsatisfactory:** The application mentions a governance structure, but it is poorly described, with minimal details. Significant improvements are needed for the proposed governance structure to be functional. There is little to no details about a system for holding partners accountable.

Authoritative Roles for Youth, Families, and People/Groups with Lived Experience

- **Excellent:** The applicant has clearly detailed examples of authoritative roles for youth, families, and specific people/groups with lived experience who are directly impacted by the issues being addressed.
- **Good:** The applicant has described roles for youth, families, and groups with lived experience, but lacks detail about the specific groups most impacted or how these roles will influence decision-making or governance.
- **Marginal:** The applicant asserts it has or will provide roles for youth, families, and groups with lived experience, but the description is general with few specific details provided.
- **Unsatisfactory:** Applicant has no clearly identified roles for youth, families, or groups with lived experience.

Engagement of a Broad Range of Sectors, Systems, Institutions, and Organization Types

- **Excellent:** The partnership has engaged a comprehensive range of sectors, systems, institutions, and organization types pertinent to advancing outcomes in the ENOUGH Pillars. All or most of the partner organizations have representatives on the ENOUGH leadership team or other governance role.
- **Good:** The partnership has engaged a variety of sectors, systems, institutions, and organization types, but there are some gaps in representation or the level of engagement in ENOUGH governance is moderate.
- **Unsatisfactory:** The partnership has engaged a limited range of sectors, systems, institutions, and organization types, with significant gaps in representation and minimal engagement in governance entities.

Data Capacity and Fiscal Infrastructure

Data Systems and Progress Monitoring Processes

- **Excellent:** The applicant has provided a comprehensive and detailed description of highly feasible and reliable data processes, systems, and technology solutions that allow the partnership to effectively share and analyze data, promote transparency and accountability, monitor progress towards shared goals, and/or provide insights to advise continuous quality improvement or otherwise inform project activities.
- **Good:** The applicant has clearly described how it uses and shares data using reliable processes and systems, but there are some nuanced aspects of data use that are missing or incomplete. The observed

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flaws and weaknesses are expected to have minor impact on the partnership's capacity to successfully carry out the project.

- **Marginal:** The applicant has described data systems, processes, and technology solutions; but there are moderate gaps in details or the applicant has not clearly connected this capacity with progress monitoring or accountability.
- **Unsatisfactory:** The applicant has provided a high level or superficial discussion of data collection processes and infrastructure, or there are significant gaps in details about how data will be leveraged to inform efforts.

Technology for Financial Management and Collaborative Action

- **Excellent:** The applicant has provided clear details about existing or planned financial management systems required to integrate and/or distribute funds across multiple partners. The applicant has also identified technology solutions that support a connected continuum of services designed to support children living in poverty and their families and/or technology systems or software that will improve the partnership's capacity for collaborative action.
- **Good:** The applicant has shared most aspects effectively but lacks clarity or detail in areas that could moderately impact the partnership's capacity to implement the project.
- **Marginal:** The applicant has provided minimal descriptions with significant gaps in how the systems will support infrastructure competencies. Observed weaknesses or flaws could significantly hinder project success.
- **Unsatisfactory:** The applicant has provided very limited, unclear, or incomplete descriptions of how technology systems address partnership competencies and capacity.

Challenges and Gaps

Understanding of Challenges, Gaps, and Feasible Solutions

- **Excellent:** The application demonstrates a thorough and insightful understanding of potential barriers, challenges, gaps, or constraints. It identifies multiple promising strategies for addressing these issues, clearly demonstrating how funds will be used effectively to bridge gaps and strengthen partnership capacity to address issues. The proposed solutions are realistic, well-conceived, and likely to succeed.
- **Good:** The application shows a strong understanding of potential barriers, challenges, gaps, or constraints. It identifies practical and effective strategies for addressing these challenges. The use of funds is generally appropriate but may lack clarity in how it will bridge gaps and strengthen partnership capacity to address issues.
- **Marginal:** The application demonstrates a general understanding of potential barriers, challenges, gaps, and constraints. It identifies high level strategies for addressing these issues and provides a basic plan for using funds. Proposed solutions are somewhat realistic but may lack depth or detail.
- **Unsatisfactory:** The application demonstrates minimal understanding of potential barriers, challenges, gaps, and constraints. It may or may not include strategies for addressing these issues, but the plan is unclear, infeasible, or otherwise insufficient.

Plans for Community Assessment and Capacity Building + Preliminary Needs Assessment

Partnership Development and Capacity Building Priorities

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- **Excellent:** The application articulates clear and well-justified priorities for investing in specific partnership development processes and capacity-building activities, with strong rationale and detailed plans that demonstrate a clear understanding of how the partnership will leverage both grant funding and technical assistance in a way that is clearly aligned with the ENOUGH Theory of Action.
- **Good:** The application articulates clear and appropriate priorities for investment, but the justification and/or rationale could benefit from additional detail. The application describes how the partnership will leverage both funding and technical assistance to build capacity for collaborative action.
- **Marginal:** The application identifies priorities for investment and planned activities, but one or more of these priorities do not appear to align with ENOUGH Theory of Action or there is a significant weakness in planned activities that could hinder success of the project.
- **Unsatisfactory:** The application fails to articulate clear priorities for investment or provides a weak justification or alignment with the ENOUGH Theory of Action. The partnership does not clearly describe the partnership development processes or capacity building activities that would be implemented if awarded ENOUGH funds and technical assistance.

Commitment and Strategies for Community, Youth and Family Engagement

- **Excellent:** The applicant has demonstrated a deep understanding and strong commitment to engaging community, youth and families in participatory processes, with clear and comprehensive strategies for their involvement to shape proposed planning and asset mapping activities.
- **Good:** The applicant has shown a good understanding and commitment to engaging community, youth and families, with clear, but slightly less comprehensive, strategies for their involvement. Observed weaknesses would have a minor impact on the partnership's capacity to successfully engage youth and families in proposed activities.
- **Marginal:** The applicant has demonstrated a limited or moderate understanding and commitment to engaging community, youth and families, with some strategies for involvement but overall lacking sufficient depth or detail.
- **Unsatisfactory:** The applicant has provided insufficient commitment to engaging community, particularly youth and families, with generally vague or superficial strategies for their involvement.

Identification of Multiple Existing Analyses

- **Excellent:** The applicant has identified a comprehensive range of existing data tools, asset mapping, needs assessments, and gap analyses, demonstrating a thorough understanding of the community context and existing sources of data and insights. The applicant has shared a synthesized analysis for at least three (3) ENOUGH Pillars and demonstrates willingness and capacity to examine all four (4) ENOUGH Pillars.
- **Good:** The applicant has identified several existing data tools and analyses, showing a good understanding of community assets, needs, and gaps, but may miss some key areas or standard needs assessments. The applicant has shared a synthesized analysis of at least two (2) ENOUGH Pillars and demonstrates willingness and capacity to examine all four (4) ENOUGH Pillars.
- **Marginal:** The applicant has identified a few existing data tools, analyses, and needs assessments, but lacks depth and breadth in their understanding of how these could be used to understand community context. The applicant has provided a synthesized analysis in at least one (1) ENOUGH Pillars, but does not clearly demonstrate capacity to examine all four (4) ENOUGH Pillars during the project period.
- **Unsatisfactory:** The applicant has failed to identify existing data tools and/or demonstrates a poor or otherwise insufficient understanding of where to find information about community assets, needs, and gaps.

Line-Item Budget and Budget Narrative (Excel Template)

Reasonableness and Alignment of Costs

- **Excellent:** All costs are reasonable, necessary, and directly aligned with the scope of work and scale of population impacted. No unnecessary or unexplained expenses. Key staff have adequate time devoted to the project to fully achieve project objectives and/or staff time allocation is well-justified.
- **Good:** Most costs are reasonable and aligned with the scope of work and scale of population impacted, but a few expenses need further justification. Key staff time dedicated to the project may be unclear, but this is expected to have a minor impact on the project.
- **Unsatisfactory:** Multiple expenses need further justification and/or key staff time allocation is insufficient such that the reviewer is concerned that it may limit project capacity or impact the potential for successful implementation.

Clarity and Detail of Budget Justification

- **Excellent:** The budget justification provides clear, detailed, and accurate calculations for all budget line items.
- **Good:** The budget justification is generally clear and detailed, but some items need additional explanation or calculation details.
- **Unsatisfactory:** Budget justification does not include calculations and accompanying rationale for all line item expenses.