



# THE OFFICE OF GOVERNOR WES MOORE

GOVERNOR'S OFFICE FOR CHILDREN

## FY2027 Engaging Neighborhoods, Organizations, Unions, Governments, and Households (ENOUGH) Grant Program Continuation Awards

### Notice of Funding Opportunity (NOFO)

**Issuance Date: May 4, 2026**

**Eligibility Limited to Existing ENOUGH Grantees**

FY2027 Application Deadline: July 15, 2026  
Projected FY2027 Start Date: October 1, 2026

Funded by: State of Maryland

**Governor's Office for Children**  
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## I. Executive Summary

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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](#). Questions about this NOFO and related policies can be submitted using [this form](#).

The ENOUGH Theory of Action calls for cross-sector, diverse partnerships to engage in collaborative action with community residents to drive decisions for place-based investments and strategies that increase economic mobility and end child poverty in Maryland. Communities have the opportunity to build partnerships and develop and/or implement a Neighborhood Action Plan aligned with four (4) ENOUGH Result Areas:

1. **High-Quality Childcare and Education:** Unlocking children's potential through early care and education from birth until working in a career, specifically ensuring smooth transitions - across K-12 to college and career.
2. **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.
3. **Economically Secure Families:** Ensuring higher rates of employment in living wage jobs and stable, thriving households where families can provide necessities, weather hard times, and build wealth.
4. **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.

Maryland's FY2027 budget provides the Governor's Office for Children (GOC) with \$30 million for the ENOUGH grant program and \$2 million for ENOUGH Local Management Board Capacity Building grants. This FY2027 Continuation Notice of Funding Opportunity (NOFO) is only for current ENOUGH grantees. The GOC will also release a Partnership Development Notice of Funding Opportunity for new communities who wish to apply to join the ENOUGH Grant Program.

Current grantees may submit only one (1) application in this competition cycle.

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<b>1.1 Funding Types</b>
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All awards made under this NOFO will have a project period of 10/1/2026 - 9/30/2027 (12 months). There are three types of funding available under this NOFO, though funding amounts will differ based on the current phase of the ENOUGH grantee.

<b>Funding Type</b>	<b>Description</b>
<b>Implementation</b>	<p><b>What are the grant expectations?</b></p> <ul style="list-style-type: none"> <li>● Implement strategies in all four (4) ENOUGH Result Areas.*</li> <li>● Use data and evidence to understand impact and guide continuous improvement.</li> <li>● Continue to build capacity as a Community Quarterback, engage community, and convene partnerships across all four ENOUGH Result Areas.</li> </ul> <p><b>Who can apply?</b></p> <ul style="list-style-type: none"> <li>● <b>Implementation (Year 2) grantees</b> can apply for an Implementation (Year 3) grant.</li> <li>● <b>Implementation (Year 1) grantees</b> can apply for an Implementation (Year 2) grant.</li> <li>● <b>Early Implementation (Year 1) and Plan Development (Year 2) grantees</b> can apply to “move up” to Implementation (Year 1).</li> </ul> <p>*The GOC recognizes the time and capacity necessary to plan and launch community-driven, evidence-based or evidence-informed strategies in all four ENOUGH Result Areas. <b>Implementation (Year 1) applicants must provide strategies for all four ENOUGH Result Areas in their Neighborhood Action Plan. However, they are only required to launch strategies in at least two Result Areas during the first year of Implementation.</b> These applicants will need to explain how they will build capacity and prepare to implement strategies in all four (4) ENOUGH Result Areas by Year 2. Please note, it is GOC’s expectation that ENOUGH grant funds will not be sufficient to fully fund a community’s Neighborhood Action Plan. ENOUGH grantees are expected to use ENOUGH funds as catalytic seed funding and to braid and blend public and private resources to fully implement their Neighborhood Action Plans.</p>
<b>Early Implementation</b>	<p><b>What are the grant expectations?</b></p> <ul style="list-style-type: none"> <li>● Implement strategies in at least one (1) ENOUGH Result Area.</li> <li>● Use data and evidence to understand impact and guide continuous improvement.</li> <li>● Finalize Neighborhood Action Plans in remaining ENOUGH Result Areas.</li> <li>● Continue to build capacity as a Community Quarterback, engage community, and convene partnerships across all four ENOUGH Result</li> </ul>

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	<p align="center">Areas.</p> <p><b>Who can apply?</b></p> <ul style="list-style-type: none"> <li>● <b>Plan Development (Year 2) grantees</b> can apply to “move up” to Early Implementation.</li> <li>● <b>Early Implementation (Year 1) grantees</b> are permitted to apply for another Early Implementation grant. Those applicants will be required to clearly show how proposed uses of funds will support new activities that have not yet been funded but are critical to the success of your community’s Neighborhood Action Plan. The grantee must also show that proposed use of funds under this NOFO will not supplant funding from previous ENOUGH grants.</li> </ul>
<p align="center"><b>Plan Development</b></p>	<p><b>What are the grant expectations?</b></p> <ul style="list-style-type: none"> <li>● Develop an ENOUGH Community Asset Map &amp; Needs Assessment that addresses all four ENOUGH Result Areas.</li> <li>● Develop Neighborhood Action Plan that addresses all four ENOUGH Result Areas.</li> <li>● Continue to build capacity as a Community Quarterback, engage community, and convene partnerships across all four ENOUGH Result Areas.</li> <li>● (Optional) Pilot initial implementation activities.</li> </ul> <p><b>Who can apply?</b></p> <ul style="list-style-type: none"> <li>● <b>Partnership Development grantees</b> can apply to “move up” to Plan Development.</li> <li>● <b>Plan Development (Year 1) and Plan Development (Year 2) grantees</b> are permitted to apply for another Plan Development grant. Those applicants will be required to clearly show how proposed uses of funds will further enable the community to achieve the goals of Plan Development. The grantee must also show that proposed use of funds under this NOFO will not supplant funding from previous ENOUGH grants.</li> </ul>

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**1.2 Funding Opportunities by Phase**

Funding opportunities under the FY2027 ENOUGH NOFO differ based on the current phase of an ENOUGH grantee. If any applicant does not know what current phase they are in, please see [Appendix F](#).

The ENOUGH Initiative is a highly competitive grant program with 28 communities whose needs far exceed available funding. Grantees may apply for any amount within the designated range. **If an applicant seeks funding for the range’s maximum, they will be held to a very high bar.** Proposals at the maximum of a given range must demonstrate exceptional performance, show evidence of scaling capacity, and have a rigorous plan for long-term sustainability. An applicant may be moved to a different phase or funded at a level lower than that requested based on the quality of the application or assessed readiness of the applicant to execute the proposed activities. For example, an applicant seeking \$1,500,000 for Implementation (Year 1) may receive \$750,000, or the applicant may be moved to an Early Implementation award of \$400,000.

<b>Current ENOUGH Phase</b>	<b>FY27 Funding Opportunity</b>	<b>Estimated Award</b>
<b>Partnership Development</b>	Plan Development (Year 1)	\$210,000
<b>Plan Development (Year 1)</b>	Plan Development (Year 2)	\$210,000
<b>Plan Development (Year 2)</b>	Plan Development (Year 3)	\$210,000
	Early Implementation (Year 1)	\$400,000 - \$450,000
	Implementation (Year 1)	\$750,000 - \$1,500,000
<b>Early Implementation (Year 1)</b>	Early Implementation (Year 2)	\$400,000 - \$450,000
	Implementation (Year 1)	\$750,000 - \$1,500,000
<b>Implementation (Year 1)</b>	Implementation (Year 2)	\$1,500,000 - \$2,000,000
<b>Implementation (Year 2)</b>	Implementation (Year 3)	\$3,500,000 - \$4,500,000*

\*The GOC cannot project whether this range will be available in future fiscal years for Implementation (Year 3) applicants. The GOC remains committed to supporting all ENOUGH communities with braiding and blending funding to supplement these awards by leveraging additional sources of state funding and other funding opportunities.

## II. Eligibility & Award Information

### 2.1 Qualifying Criteria

#### All Applicants Qualifying Criteria

##### Required Active/Good Standing Status

All lead applicants (Community Quarterbacks) and partners receiving sub-awards under this NOFO must be “Active” and in “Good Standing” with the following:

- [State Department of Assessments and Taxation \(SDAT\)](#)
- [MD Board of Public Works Contractors Barred from MD Government](#)
- [Secretary of State’s Charitable Organization Registry](#)
- [U.S. Department of Labor](#)
- [IRS](#)

##### Required Spend-Down

#### FY2025 ENOUGH Awards

Applicants who received funding under the FY2025 ENOUGH NOFO **must fully expend the award** no later than June 30, 2026. Those who fail to spend down their awards by this date will be required to return unspent funds. While these grantees will be permitted to apply for FY2027 funds, the inability to spend-down a previous award may be considered in assessing the request for new funding.

#### FY2026 ENOUGH Awards

Partnership Development, Plan Development, Early Implementation, and Implementation (Year 1) grantees under the FY2026 ENOUGH NOFO are **not required to fully expend the award** to receive an FY2027 ENOUGH award because the award period for these grantees extends through September 30, 2027. In order to apply for a new award, the applicant must demonstrate that there is no overlap in the activities to be funded and that the FY2027 grant award funds will supplement, not supplant, their existing FY2026 funding.

Implementation (Year 2) grantees under the FY2026 ENOUGH NOFO **must fully expend the award** before the FY2027 start date of October 1, 2026. The award period ends on September 30, 2026. Those who fail to spend down their awards by this date will be required to return unspent funds. To be evaluated by the GOC for the FY2027 funding opportunity, Year 2 grantees must spend down at least 80% of their FY2026 award upon submission of expenditure reports due on July 31, 2026. Those unable to meet this 80% threshold must submit a detailed spend-down plan to the GOC and may receive approval for an exemption to the 80% threshold based on the viability of the spend-down plan.

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### Required Overall Fiscal Compliance

All grantees must be in full fiscal compliance, as defined by the Governor’s Office for Children. This includes having a fully approved FY2026 budget and having all expenditure reports approved by the office.

### Plan Development Qualifying Criteria

Partnership Development grantees applying to “move up” into Plan Development must have:

- An agreement (e.g., Memorandum of Understanding) signed by each partner and established partnerships in all four ENOUGH result areas; and
- **Completed or made significant progress** towards:
  - Building capacity as a Community Quarterback to execute plan development activities including but not limited to asset mapping, needs assessment and development of an ENOUGH Neighborhood Action Plan. See [Appendix E](#) for further expectations on ENOUGH Community Quarterback capacity.
  - Engagement of community residents and creating defined roles for community residents with lived experience in the ENOUGH Partnership.

### Early Implementation Qualifying Criteria

Plan Development (Year 2) grantees applying to “move up” into Early Implementation must have **completed** the following Plan Development activities:

- Community Assets Map and Needs Assessment for **all four (4)** ENOUGH Result Areas. See [Appendix D](#) for further expectations for Community Assets Map and Needs Assessment.
- High-quality, investable Neighborhood Action Plan that integrates community feedback with evidence-based or evidence-informed strategies to drive measurable population-level outcomes in **at least one (1)** ENOUGH Result Area. See [Appendix D](#) for further expectations for ENOUGH Neighborhood Action Plans.

Early Implementation awards are appropriate for Plan Development grantees that are prepared to implement activities from their Neighborhood Action Plan aligned with **at least one (1)** ENOUGH Result Area. Early Implementation awardees are expected to continue developing their Neighborhood Action Plans in remaining ENOUGH Result Areas.

### Implementation Qualifying Criteria

Plan Development (Year 2) and Early Implementation grantees applying to “move up” into Implementation (Year 1) must have **completed** the following activities:

- Community Assets Map and Needs Assessment for **all four (4)** ENOUGH Result Areas. See [Appendix D](#) for further expectations for Community Assets Map and Needs Assessment.

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- High-quality, investable Neighborhood Action Plan that integrates community feedback with evidence-based or evidence-informed strategies to drive measurable population-level outcomes in **all four (4)** ENOUGH Result Areas. See [Appendix D](#) for further expectations for ENOUGH Neighborhood Action Plans.
  - Please note, while those who apply for Implementation (Year 1) must submit an ENOUGH application with a Neighborhood Action Plan that provides strategies in all four (4) ENOUGH Result Areas, they are permitted to implement strategies in a minimum of two (2) ENOUGH Result Areas in the first year of Implementation.

**2.2 Application Guidance**

**All Applicants Guidance**

**Community Quarterback Capacity**

The ENOUGH Initiative depends on strong Community Quarterback organizations. The Community Quarterback organization should have deep relationships in the focus community and the capacity to drive implementation across multiple partners. The Community Quarterback should act as a neutral convener to generate consensus among 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. Please see [Appendix A](#) for more information on the Fiscal Sponsor role.

Serving as a Community Quarterback requires dedicated staff and internal systems. Thus, while not required, the GOC encourages all applicants to identify the following staff members or provide plans to hire for such roles:

Role	Description
<p><b>ENOUGH Project Director</b></p>	<p>The Project Director is responsible for the overall oversight, administration, and strategic coordination of the ENOUGH initiative on behalf of the Community Quarterback organization. They will lead the development and implementation of the Neighborhood Action Plan. This individual serves as the primary point of contact for the Governor’s Office for Children (GOC), ensuring that critical information is disseminated effectively to all staff and partner organizations. This individual must possess the social capital and trust of the community to convene diverse tables across lines of difference. For Implementation grantees, the GOC encourages this person to devote at least 75% of their time to the ENOUGH Initiative.</p> <p>The GOC strongly recommends that the designated individual serving in this role not be a non-profit’s CEO or Executive Director. The ENOUGH Project Director may be a member of executive leadership. However, as explained in Appendix C, executive leadership personnel (i.e., CEO, COO, CFO, etc.) with organizational wide roles cannot be charged at 100% to the grant unless they are temporarily backfilling vacant programmatic duties. Any executive leadership personnel charging over 15% of their salary will require written justification and assurance of non-supplanting.</p>
<p><b>ENOUGH Data Manager</b></p>	<p>The Data Manager maintains the highly functional and reliable data systems and technology solutions required for the partnership to effectively share and analyze data. This role is responsible for monitoring progress toward shared goals, promoting transparency, and providing data-driven insights to inform</p>

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	continuous quality improvement. The GOC strongly recommends that the designated individual serving in this role will not be a non-profit's CEO or Executive Director.
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### **Alignment with Blueprint for Maryland's Future**

ENOUGH applicants must align with [Blueprint for Maryland's Future's Concentration of Poverty Grants](#) (CPGs) and school needs assessments as they develop ENOUGH Needs Assessments and ENOUGH Neighborhood Action Plans. ENOUGH strengthens school-community partnerships, increasing evidence-based services for children and families, thus enhancing community school effectiveness. The model requires well-resourced community partners for schools to succeed. Conversely, ENOUGH's success relies on partnering schools' success, which is why ENOUGH mandates that every ENOUGH partnership include the local community school serving the target geography as a core partner. ENOUGH grants avoid duplicating resources by leveraging Blueprint funding. They enhance a 'connected continuum of services,' strengthening the resources brought to bear on social determinants of poverty (e.g., housing, economic security), which creates the stable environment necessary for interventions to thrive.

### **Maryland Service Year**

[Maryland Service Year](#) is a nine-month opportunity for young adults to engage in meaningful, community-centered service while building professional skills, earning a living stipend and contributing to the health and vitality of Maryland's communities. The Service Year program is run by the Maryland Department of Service and Civic Innovation (DSCI). MD Service Year fellows can strengthen ENOUGH implementation by providing dedicated capacity, community outreach, and administrative support. **Applicants under this NOFO are allowed to use ENOUGH funding to employ, deploy, and implement MD Service Year members.** As with all personnel, ENOUGH QBs who use GOC funding to partner with MD Service Year must explain how the MD Service Year member will advance the ENOUGH grant objectives.

### **Plan Development Guidance**

#### **Pilot Implementation**

Plan Development applicants are permitted to propose pilot implementation activities. Pilot implementation activities are programs that are rooted in the grantee's draft Neighborhood Action Plan. Pilot activities will allow the ENOUGH partnership to test proposed strategies and to confirm their efficacy. For example, an applicant might launch an initial small cohort of students receiving literacy tutoring before expanding to a full cohort of students in implementation. This pilot period would allow the QB and partners to establish initial infrastructure necessary for the tutoring program and to collect data on the model's impact.

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Please note, while pilot implementation activities are allowed, the GOC expects that the applicant will prioritize and complete the grant requirements of Plan Development. Any applicant that proposes pilot implementation activities must explain how they will complete all required Plan Development activities and how such implementation activities will prepare the ENOUGH Partnership for a future implementation award.

### **Early Implementation and Implementation Guidance**

#### **Neighborhood Action Plan Resubmissions**

Applicants may re-submit the Neighborhood Action Plan from a previous application cycle. However, all strategies in the Neighborhood Action Plan should align with the proposed programs in this year's application. The GOC will assess each proposed program for its alignment with the Neighborhood Action Plan and the likelihood that it will achieve the relevant goals in the Neighborhood Action Plan.

## 2.3 Application Requirements

### Application Requirements Overview

The following information and documents are required for submission by all applicants, though some requirements differ by award type being requested.

#### **Cover Page [Submittable Form Fields]**

The application cover page provides the GOC with basic information on the applicant (e.g., name and contact information for Authorized Official, Fiscal Officer, Project Director, etc.)

#### **Overall Application Narrative [Submittable Form Fields]**

The overall application narrative provides cross-cutting questions aligned with the relevant application phase. These questions provide the GOC with a concise understanding of the grantee's overall readiness and competitiveness for funding.

#### **Program Narratives [Submittable Form Fields]**

Program narratives provide individual project scopes, partner roles and responsibilities, and other key information for all programs where GOC implementation funding is being requested. The applicant must answer all Program Narrative questions for each Program being proposed in the application.

#### **Line-Item Budget Form [Submittable Upload]**

This Excel document provides the GOC with the overall budget and budget narrative for all expenses related to the ENOUGH application. Please note, the GOC has a new template for line-item budgets under this NOFO, which all applicants must use (to be released at upcoming webinar).

#### **Partner Organizations Table [Submittable Upload]**

The partner organizations table provides the GOC an overview of all organizations in the ENOUGH Partnership Collaborative. Please use the template found [here](#).

**Required Partners:** 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. At least one community school serving the geography must be a member of the partnership, but other schools serving the geography may join the partnership as well. The term "local" for partnership members means residing in the defined eligible area or serving members of the defined community.

**Optional 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

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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. While all of these types of partners are not required, a goal for this initiative is to assemble robust partnership tables that reflect the scope of their proposed work.

### **Community Assets Map and Needs Assessment for All Four (4) ENOUGH Result Areas [Submittable Upload]**

An ENOUGH Community Assets Map and Needs Assessment is a systematic, data-driven study used to understand a community's current landscape. It combines hard data—like poverty and health statistics—with the real-life experiences of residents gathered through surveys and interviews. The goal is to create a complete inventory of a neighborhood's strengths and challenges by:

- Identifying Resources: Locating "tangible" assets like schools, clinics, and businesses, as well as "intangible" strengths like community leadership and local expertise.
- Revealing Gaps: Pinpointing barriers, such as service shortages or environmental threats, that hinder a child's development.
- Driving Action: Providing the factual evidence needed to build a Neighborhood Action Plan that prioritizes the issues most important to the community.

See guidance for Community Assets Map and Needs Assessment development [here](#). As grantees develop their Community Assets Map and Needs Assessment, the GOC encourages them to utilize their community's ENOUGH Data Hub, which is pre-populated with key indicators of community well-being. The ENOUGH Data Hub includes several indicators with data provided and updated by Maryland state agencies, along with other external data sources. Each indicator is linked in research to child poverty and economic mobility. In addition, the GOC encourages grantees to use the [Maryland Community Business Compass](#), which provides community-level data on local fresh food and child care businesses.

### **Neighborhood Action Plan [Submittable Upload]**

A community-driven, place-based plan of action that was developed based on the Community Assets Map and Needs Assessment for All Four (4) ENOUGH Result Areas. 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 or evidence-informed strategies and interventions that are tied to clear outcome metrics across ENOUGH Result Areas; (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 other attachments rather than duplicating these details. See guidance for Neighborhood Action Plan development [here](#).

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### **Results-Based Accountability (RBA) Plan [Submittable Upload]**

The RBA Plan is a mandatory framework that integrates strategies, programs, and progress measures with linked population outcome indicators to demonstrate the measurable impact of ENOUGH investments. By utilizing "turn the curve" analysis, the plan ensures that local activities are directly aligned with the four (4) ENOUGH Result Areas and are demonstrably improving the lives of children and families. This data-driven approach fosters shared accountability across all partners to ensure state funds are effectively dismantling the root causes of poverty. See RBA Plan Template [here](#).

### **Required Financial Documentation (Financial Review or Audit; Form 990) [Submittable Upload]**

All applicants must provide the Governor's Office for Children with their most recent financial review, or a full audit if your charitable donations exceed \$750,000, as provided to the Secretary of State or The Maryland Office of Legislative Audits, as required each year, to receive funding under this NOFO.

All applicants must provide the GOC with their most recent Form 990 to receive funding under this NOFO.

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### Application Requirements by FY2027 Award Category

The chart below summarizes application materials by category and identifies whether the materials are required or not applicable (N/A).

<b>Application Requirement</b>	<b>Plan Development</b>	<b>Early Implementation</b>	<b>Implementation</b>
<ul style="list-style-type: none"> <li>Cover Page [Submittable Form Fields]</li> </ul>	Required	Required	Required
<ul style="list-style-type: none"> <li>Overall Application Narrative</li> </ul>	Required	Required	Required
<ul style="list-style-type: none"> <li>Program Narratives</li> </ul>	N/A	Required	Required
<ul style="list-style-type: none"> <li>Line-Item Budget Form</li> </ul>	Required	Required	Required
<ul style="list-style-type: none"> <li>Partner Organizations Table</li> </ul>	Required	Required	Required
<ul style="list-style-type: none"> <li>Community Assets Map and Needs Assessment for All Four (4) ENOUGH Result Areas</li> </ul>	N/A	Required	Required
<ul style="list-style-type: none"> <li>Neighborhood Action Plan (NAP)</li> </ul>	N/A	Required (At Least One Result Area)	Required* (All Four Result Areas)
<ul style="list-style-type: none"> <li>Results Based Accountability (RBA) Plan</li> </ul>	N/A	Required	Required
<ul style="list-style-type: none"> <li>Required Financial Documentation (Financial Review or Audit; Form 990)</li> </ul>	Required	Required	Required

\*Implementation (Year 1) grantees may implement in two Result Areas but must submit NAP for all four. Implementation (Year 2 & 3) must implement in all four Result Areas and submit NAP for all four.

## 2.4 Program Narrative Instructions

### Implementation & Early Implementation

#### Overall Application Narrative

**Note:** Applicants will respond to the below questions **once** on the Submittable application platform. This overall narrative will serve as cross-cutting evidence for your Implementation or Early Implementation application.

1. **Progress to Date:** Summarize your progress since receiving your last ENOUGH award and how it has prepared you for this next award. You may also upload a presentation if you prefer. (500 words maximum)
2. **Community Leadership:** How were community residents specifically involved in the design of this application? Provide specific examples of their authoritative roles in your governance structure and how their ongoing input will directly influence implementation and resource allocation. (350 words maximum)
3. **Geographic Reach and Deep Accessibility:** How will you and your partners ensure the proposed programs in this application are delivered directly to children and families experiencing poverty, where they live, work, and go to school within your ENOUGH community? (350 words maximum)
4. **Building and Sustaining Strong Partnerships:** How are your partners organized to implement your Neighborhood Action Plan? Provide evidence of how partners take lead responsibility for specific strategies and programs, and how your governance structure holds them accountable for shared outcomes. (350 words maximum)
5. **Leveraging Funding:** Describe how your partnership has used federal, state, local and/or grants and other private / philanthropic resources to support the strategies identified in your Neighborhood Action Plan. If you have not done this to date, what is your plan to secure sustainable funding? (350 words maximum)
6. **Sustainability:** For activities that will be recurring, please describe your plan to sustain these activities and any associated personnel once the ENOUGH grant has ended. (350 words maximum)
7. **Data Strategy and Infrastructure:** Describe how your partnership uses data to promote transparency, monitor progress, and inform decision-making. Identify your data staff, tools, and routines. Additionally, confirm if all partners have systems to track data regularly; if not, outline your plan to build this capacity. (500 words maximum)

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8. **QB Capacity:** The ENOUGH Initiative depends on strong Community Quarterback (QB) organizations with the capacity to drive implementation across multiple partners. Describe how your organization reflects the core competencies of an effective QB, specifically: institutionalized neutrality and independent governance; separation between services and QB functions; dedicated staffing; advanced shared data systems for real-time monitoring; and a fiscal strategy for sustaining this backbone infrastructure beyond the grant. (500 words maximum)
9. **Infrastructure and Programmatic Justification:** ENOUGH funding is designed to support both the "Community Quarterback" (the backbone infrastructure required to convene partners, manage data, and coordinate strategy) and "Programmatic Costs" (the direct delivery of services within a Result Area). Please describe your budget allocation by addressing: (1) how your QB Capacity expenses (e.g., data systems, backbone staff, shared software) directly enable the partnership to achieve collective impact, and (2) how the Programmatic funding requested specifically fills a service gap in the neighborhood that cannot be met by existing partner resources or leveraged funding. (500 words maximum)
10. **Risk Mitigation:** Identify the three (3) greatest risks to successful implementation over the next year and your specific plan to address or mitigate each risk. (250 words maximum per risk)
11. **FY27 Funding Rationale:** If you are still spending down an FY26 award, explain how FY27 funds will support new or supplemental activities that have not yet been funded but are critical to your Neighborhood Action Plan. (250 words maximum)

## **Program-Based Narrative Questions**

**Note:** Applicants will respond to the below questions **once per program proposed to receive GOC funding** on the Submittable application platform. Please note, applicants do not need to submit answers to these questions for “Capacity & Operations” program costs.

1. **Title of Program**
2. **ENOUGH Focus Area** (single select: High-Quality Childcare & Education, Healthy Families, Economically Secure Families, Safe & Thriving Communities)
3. **Program Description:** Provide a high-level overview of the program. In your response, describe the quantitative progress measures (i.e., those in your RBA template) and any qualitative measures you will use to monitor success. (500 words maximum)
4. **Linkage to Neighborhood Action Plan:** How does this specific program advance the Theory of Change and specific strategies outlined in your Neighborhood Action Plan? (350 words maximum)
5. **Partners:** List your key partners and the roles they will play to implement this program. In your response, please clearly indicate the lead partner. (bulleted list)
6. **Level of Readiness:** Describe any work already completed to ensure this program is ready for immediate implementation (e.g., secured sites, confirmed staff, or existing agreements) (250 words maximum).
7. **Evidence Base:**
  - If applicable, describe past evidence of success implementing this program in your community? What was the measurable impact and how does it inform the continuous implementation of the program? Where applicable, reference past progress measure data (e.g., RBA Scorecard, etc.) that informs this request for additional funding. (350 words maximum)
  - How is this program evidence-based or evidence-informed? (250 words maximum)
  - If available, provide a link to the research cited.
8. **Scale:** What is the gap between your current reach and the total population in need within your ENOUGH zone? Please provide a specific 'North Star' dollar amount required to close that gap entirely. This information helps GOC advocate for additional resources beyond this grant. (150 words maximum)
9. **Other:** Is there anything else you would like to share to justify this program’s request for funding? (250 words maximum)

## Plan Development

### Overall Application Narrative

1. **Progress to Date:** Summarize your progress since receiving your last ENOUGH award and how it has prepared you for this next award. You may also upload a presentation if you prefer. (500 words maximum)
2. **QB Capacity:** The ENOUGH Initiative depends on strong Community Quarterback (QB) organizations with the capacity to drive implementation across multiple partners. Describe how your organization reflects the core competencies of an effective QB, specifically: institutionalized neutrality and independent governance; separation between services and QB functions; dedicated staffing; advanced shared data systems for real-time monitoring; and a fiscal strategy for sustaining this backbone infrastructure beyond the grant. (500 words maximum)
3. **Capacity for Award:** Referencing your submitted budget, please explain how the proposed staff hours and time allocations are sufficient to manage the technical and administrative requirements of Plan Development. How does this staffing model ensure that the Community Quarterback has the adequate time required to achieve all project objectives? (350 words maximum)
4. **Building Strong Partnerships:** Provide evidence that you have solidified active, formalized partnerships across all four ENOUGH Focus Areas. Provide a brief overview of how the Community Quarterback is leveraging partners to ensure they take responsibility for different aspects of the ENOUGH Initiative. (350 words maximum)
5. **Partnership Governance:** What specific systems have been created to date to help partners work together? How does this governance model promote shared leadership, empowering partners to lead grant-funded actions, while ensuring the Community Quarterback remains a neutral convener to resolve disagreements and distribute resources based on community need? (350 words maximum)
6. **Community Leadership:** Provide examples of how the partnership has clear roles for youth, families, people, and groups with lived experience and/or those most impacted by decisions locally. (350 words maximum)
7. **Comprehensive Asset Mapping & Needs Assessment:** Outline how your partnership will use grant funding to complete a Community Assets Map and Needs Assessment for All Four (4) ENOUGH Result Areas. What strategies and tactics will ensure the planning process is both community-driven and evidence-based or evidence-informed? How will your assessment methodology utilize disaggregated data to identify specific inequities within the target neighborhood? (500 words maximum)

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8. **Neighborhood Action Plan:** Outline how your partnership will use grant funding to complete an ENOUGH Neighborhood Action Plan with community-driven, evidence-based or evidence-informed strategies across all four Focus Areas. (500 words maximum)
9. **Pilot Implementation:** If applicable, how will this award fund pilots that prepare your community for a future Implementation grant while ensuring all Plan Development tasks are completed? (350 words maximum)
10. **Data Strategy:** Describe how the partnership will use data to inform efforts, promote transparency and accountability, and establish systems to monitor progress towards shared goals. (350 words maximum)
11. **Risk Mitigation:** Identify the three (3) greatest risks to successful implementation over the next year and your specific plan to address or mitigate each risk. (250 words maximum per risk)
12. **FY27 Funding Rationale:** If applying for Year 2 or Year 3 Plan Development funding, provide a clear justification of how these funds will further enable your community to achieve specific Plan Development goals not met in the first year. Additionally, provide an assurance that these funds will supplement, not supplant, previous award amounts. (250 words maximum)

### III. Review Process

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GOC staff will evaluate FY27 application materials using standard review rubrics aligned with the activities and deliverables expected for each cohort of the ENOUGH Grant Program, including review criteria in Appendices [D](#) and [E](#). Staff may also consider previously submitted materials, reports, documents, and engagements during prior project periods to assess readiness and capacity to perform proposed activities.

**Financial Due Diligence.** GOC staff will perform a cost analysis of each recommended program to ensure that costs clearly relate to the activities and objectives of the program, 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.

## IV. Disbursement of Funds

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### **Disbursement of Funds**

GOC will issue payment to grantees based on the awarded grant pathway:

- Implementation Awards: Fifty percent (50%) of the funds will be issued upon GOC's **approval of the budget** and receipt of the grantee's signed Grant Award Commencement Packet. The balance of the award will be issued in February 2027.
- Early Implementation Awards: One hundred (100%) percent of the funds upon GOC's **approval of the budget** and receipt of the grantee's signed Grant Award Commencement Packet.
- Bridge Awards: One hundred (100%) percent of the funds upon GOC's **approval of the budget** and receipt of the grantee's signed Grant Award Commencement Packet.
- Plan Development Awards: One hundred (100%) percent of the funds upon GOC's **approval of the budget** and receipt of the grantee's signed Grant Award Commencement Packet.

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.

The grantee must adhere to GOC reporting requirements on all existing grants, including the submission of all required reports. Failure to comply with GOC fiscal policies and submit complete, accurate, and timely quarterly reports will trigger the issuance of a Notice of Deficiency, elevation of risk-level, additional reporting requirements, and/or corrective action and may result in the grantee being required to immediately repay the State.

### **Electronic Funds Transfer (EFT)**

The GOC and its fiscal agent require the use of electronic funds transfer (EFT). If the lead applicant is not currently registered to receive EFT, the applicant must initiate registration with the Office of the Comptroller of Maryland. 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 subgrant 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](#).

**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.

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

**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 GOC 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.

**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 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 empowered to drive local priorities. There is an LMB jurisdiction in each Maryland county and in Baltimore City.

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**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 place-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.

**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.

**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, increased availability of affordable housing.

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

<b>Appendix B   Checklists and Templates for Applications</b>
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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.

<b>Plan Development Application Checklist</b>	<b>Format</b>	<b>Resources</b>
<ul style="list-style-type: none"> <li>● Application Cover Page (including Form 990, most recent financial audit)</li> </ul>	Submittable Form	--
<ul style="list-style-type: none"> <li>● Overall Application Narrative</li> </ul>	Submittable Form	--
<ul style="list-style-type: none"> <li>● Line-item Budget Form</li> </ul>	Submittable Upload	Template (To Be Released at Webinar)
<ul style="list-style-type: none"> <li>● Partner Organizations Table</li> </ul>	Submittable Upload	<a href="#">Template</a>

<b>Early Implementation and Implementation Application Checklist</b>	<b>Format</b>	<b>Resources</b>
<ul style="list-style-type: none"> <li>● Application Cover Page (including Form 990, most recent financial audit)</li> </ul>	Submittable Form	--
<ul style="list-style-type: none"> <li>● Overall Application Narrative</li> </ul>	Submittable Form	--
<ul style="list-style-type: none"> <li>● Program Narratives</li> </ul>	Submittable Form	--
<ul style="list-style-type: none"> <li>● Line-item Budget</li> </ul>	Submittable Upload	Template (To Be Released at Webinar)
<ul style="list-style-type: none"> <li>● Partner Organizations Table</li> </ul>	Submittable Upload	<a href="#">Template</a>
<ul style="list-style-type: none"> <li>● RBA Plan</li> </ul>	Submittable Upload	<a href="#">Template</a>
<ul style="list-style-type: none"> <li>● Comprehensive Asset Map and Community Needs Assessment for All Four (4) ENOUGH Result Areas</li> </ul>	Submittable Upload	--
<ul style="list-style-type: none"> <li>● Neighborhood Action Plan</li> </ul>	Submittable Upload	--

## Appendix C | Budget Instructions

Each application must include a line-item budget in the approved Budget Template (Excel). The template allows for brief explanations of how costs were calculated or projected. The Budget Template also offers an opportunity to identify leveraged cash and in-kind resources and assets for the requested investments aligned with proposed goals, objectives and outcomes of the ENOUGH proposal. All 'Total Budget' fields will be rounded to the nearest whole dollar.

Funds awarded to the Community Quarterback as primary grantee may be transferred, subcontracted, or sub-granted to partners to accomplish proposed activities. Subrecipient budgets must adhere to all federal, state and GOC compliance requirements, including cost principles. The Community Quarterback is responsible for ensuring subrecipients adhere to all the GOC policies and grant compliance requirements.

Budgets must be clear and specific. Budgets must reflect one year of spending. All budget line items (GOC-funded and match costs) must be limited to staff or projects proposed in this application that directly support the NOFO scope; this budget should not represent your full organizational budget. GOC **reserves the right to reduce or modify budgets.**

Please refer to the GOC Grant Administration Policies and Grantee Standard Operating Procedures Manual.

### Cost Share/Match

No specific matching funds are required, though Early Implementation and Implementation applicants are expected to detail plans for leveraging and processes for identifying other sources of public and private funding to implement the Neighborhood Action Plan and ensure its sustainability.

Each budget line item must include a cost calculation and budget narrative. Total project cost for each budget line item may include cost-share funds. Applicants may satisfy cost-share requirements with either Cash or In-Kind services.

- 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.

The cash cost-share may take the form of funds contributed by local governments such as agency or county budgets. Non-profits are encouraged to use flexible/unrestricted revenue sources for cash cost-share. Entities must maintain records which clearly show the source and amount of all cost share contributions.

### Allowable Costs

Funds received, expended and/or sub-granted under GOC must be monitored, tracked, and reported using systems and protocols in full compliance with the GOC Cost Principles and Allowability Standards Policy. All

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direct costs must be reasonable, allowable, and allocable. Expenditure details must be included for each category and line item.

Applicants and subrecipients must provide an itemized budget breakdown for the grant period and the basis for estimating the costs of all cost categories, including personnel salaries, benefits, subawards, operating costs, project staff travel, materials and supplies, consultants and subcontracts, indirect costs, and any other projected expenditures.

### Personnel

Include personnel salaries, wages, and fringe benefits only for each position working on the grant. For each position, list salary and fringe benefits (e.g., employer-provided health insurance) as separate line items. Include fees and expenses for consultants under the Contractual Services category.

Salaries must be reasonable and allocable. Personnel costs are subject to the [federal Executive Level II cap](#); any excess compensation must be paid from non-grant funds.

Executive leadership personnel (CEO, COO, CFO, CPO, CIO, CMO, etc) with organizational wide roles cannot be charged at 100% to the grant unless they are temporarily backfilling vacant programmatic duties. Any executive leadership personnel charging over 15% of their salary will require written justification and assurance of non-supplanting.

**Note:** You may request partial compensation and benefits of existing staff, but valid timesheets, payroll documentation, or HR policies that verify actual hours worked towards grant activities 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 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.  $\$20,000 * .10 = \$2,000$

### Travel and Conference Costs

#### *Travel*

Travel is permitted only when essential to implementing the approved project (e.g., delivering programming, site visits, mandatory technical assistance (TA), required coalition coordination). Travel expenses may include

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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 State's Privately Owned Vehicle Reimbursement Rates. 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](#).

### *Conferences*

Staff conference attendance and travel is allowable only with strong justification and must meet all of the following:

- Direct linkage to specific project RBA plan and/or deliverables.
- Unique and necessary opportunity not available locally, virtually, or via GOC TA.
- Attendee must be the one directly implementing and/or applying learnings.
- Budget request includes a description of how learnings will be applied.
- Lowest logical cost is pursued.

## Subgranting

**Subrecipient:** An entity is classified as a "subrecipient" (and issued a subaward) if it has its performance measured against the grant's programmatic objectives and has responsibility for programmatic decision-making. Grantees are required to ensure their subrecipients adhere to all the GOC policies and grant compliance requirements.

Subgranting to third parties, also known as subrecipients, is an allowable use of funds to achieve the goals and approved activities of the NOFO. Subrecipient budgets must adhere to all federal, state and GOC compliance requirements, including cost principles.

The Community Quarterback is responsible for ensuring subrecipient fiscal compliance, must conduct pre-award risk assessments on all subrecipients and continually monitor their fiscal and programmatic performance throughout the grant period.

## Contractual Services

**Contractor:** An entity is classified as a "contractor" (and issued a procurement contract) if it simply provides goods or services within its normal business operations, provides similar goods/services to many different purchasers, operates in a competitive environment, and provides goods/services that are ancillary to the operation of the grant program.

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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 employee(s) or any other services are considered Contractual Services. Include consultant fees, expenses, and travel costs in this category.

The maximum allowable rate for service contract staff is \$81.25/hour or \$650/day. Higher rates require prior written GOC approval. Any consultant charges above the established maximum rate incurred prior to receiving written GOC approval will be disallowed.

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 – accounting services). 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 Applicant Agency Budget, **partner organization's** subcontracts 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 Applicant Agency's Contractual Services budget category. See budget template for additional instructions.

### Operating Expenses

This includes project supplies, expendable materials, information technology, software, dedicated or allocable office rent, 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.

### Marketing

Advertising and outreach costs are allowable only when specifically required to fulfill the deliverables of the state grant. Allowable outreach cost includes:

- Promotional swag or advertising that directly promotes the grant program. For example, t-shirts or signs with slogans such as, "ENOUGH has made a difference in my community."
- Client or participant recruitment specifically targeting the demographic served by the grant program.
- Recruitment of personnel required to perform duties directly related to the grant.
- Procurement of goods and services necessary to fulfill the grant deliverables. For example, marketing agency fee, media buying, or digital tools and technology.
- Required public information or notices regarding grant-funded activities and accomplishments.

Costs will be assessed as reasonable based on the proposed activities and deliverables of the grant.

### Equipment

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The purchase of equipment using grant funds is allowable if the items meet the following conditions:

- Moveable,
- Under \$10,000 in cost, and
- Useful life under 15 years.

Costs may include taxes, delivery, installation and similarly related charges.

**Note: If equipment costs exceed these thresholds, they are considered capital costs and are unallowable costs.**

Indicate the cost of tangible, non-expendable equipment 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 fiscal statement purposes or \$10,000 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.

Equipment purchased with grant funds must be used specifically for the authorized project or program. If the program continues after support from GOC expires, the equipment may continue to be used. When no longer needed for the original program, it may be used for other State-sponsored activities. If there are no other State-sponsored activity needs, the grantee must receive prior authorization from GOC before selling, transferring, or disposing of grant-funded equipment.

Fixed assets purchased, generated or arising from the use of state funds, are the sole and exclusive property of the state. GOC 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 GOC unless prior approval is obtained by GOC. The grantee should first contact GOC 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. Each category should have its own budget line. Examples include food, facilities or event space rental (not rent/mortgage) for programmatic activities, and professional dues/subscriptions. *Do not include costs that are included in the indirect cost rate.*

- Provide the cost per item and the basis for cost estimates or computations (e.g. 2 participant meeting lunches at \$500 each = \$1000)
- Provide the justification linked to the Program Narrative.

Other allowable costs include:

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**Community Assistance Funds and Direct Cash Support (DCS)**

These funds must serve a pre-approved participant purpose (e.g., emergency assistance, rental support), be tied to program activities, be consistently applied and cannot be used as general contingency, compensation, or as staff or board member benefits. These funds can take two forms, Community Assistance Funds and Direct Cash Support.

	<b>Community Assistance Funds</b>	<b>Direct Cash Support</b>
Recipients	Vendor/Third Party on behalf of the individual or household	Individuals/Households
Flexibility	Must solve a specific barrier	Controlled by the recipient
Reporting	Requires receipts and proof of service	Requires detailed distribution documentation for tax purposes
Administrative lift	Manager must coordinate payments	Manager distributes funds to individuals
Example	Rental or utility assistance paid directly to the biller	Check or debit card given to an individual or household for multiple needs

Receipt of Community Assistance Funds or DCS funds is strictly conditional upon the recipient completing any mandatory steps required by the organization.

Once you determine the type of funds you wish to distribute, you should develop the specific tracking and reporting mechanisms needed.

Grantee must maintain detailed distribution logs that include:

- Unique Anonymized Identifier: [Please do not submit recipient names]
- Payee (either “participant” or specific vendor name)
- Distribution Date
- Payment Amount
- Purpose
- Approval Date
- Remaining participant cap

Payments may range from \$100–\$5,000 per household, unless otherwise approved. Payments may be provided as one-time, episodic, or time-limited support (maximum 12 months).

Allowable payment methods include:

- Direct deposit
- Prepaid debit cards (secure, reloadable)
- Paper checks (as needed)

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- Secure electronic transfer platforms

Unallowable payment methods:

- Cash payments
- Gift Cards
- Cryptocurrency

### Participant Incentives

Prior to distributing monetary incentives, grantees must evaluate the nature of the individual's involvement.

- If the individual is receiving a service, undergoing training, or participating in a program designed for their own personal development or community benefit, they are a *participant* eligible for incentives.
- If the individual is performing a specific service for the organization's operational benefit, creating deliverables, or providing specialized expertise (e.g., a guest speaker, lived-experience consultant, or focus group facilitator), they must be classified as a *contractor*. In such cases, the individual is subject to standard procurement rules, the Subrecipient and Contractor Monitoring Policy, and must be compensated via a formalized contract rather than an incentive.

Incentives are allowable for event participation or attendance. To be allowable, participant incentives must be reasonable, allocable, pre-planned, and consistently applied. Any event or purpose (such as a formal meeting, gathering, or training session) for which incentives are to be offered must be directly related to the grant's programmatic objectives.

Allowable incentives include:

- Food and Drinks
- Transportation
- Onsite Childcare
- Program Related Items
- Individual Reloadable Debit Cards or Checks

Grantees are responsible for ensuring all incentives are distributed equitably, securely, and strictly for programmatic purposes. The grantee must establish distinct segregation of duties between the staff member purchasing the incentives and the staff member distributing them.

Grantees are strictly responsible for tracking the cumulative monetary value of all incentives (including reloadable debit cards and promotional items) distributed to each individual. Grantees must determine if these distributions are taxable, issue an IRS Form 1099-MISC if an individual receives \$600 or more in a calendar year, and proactively counsel participants on how receiving financial incentives may impact their eligibility for public benefits such as SNAP, TANF, SSI/SSDI, or housing subsidies.

All participant incentives require adequate, contemporaneous, and verifiable source documentation. This documentation includes itemized receipts, a formal meeting agenda, and participant sign-in sheets as well as detailed debit card tracking information.

### Capital Planning and Pre-Development

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Capital planning/pre-development activity, including personnel costs, related to future construction is allowable. This includes items such as architectural scoping, preliminary building layouts, soil/site studies, zoning/permitting reviews, pre-construction analysis, and community engagement.

Applicants must provide a description of the purpose of these costs, alignment to the ENOUGH Neighborhood Action Plan, and supporting documentation, including bids for proposed work.

### **Maintenance and Repair**

These are considered **short-term costs** required to keep an asset in its current working condition. The benefits typically last only one to two years.

**Maintenance Projects** are the recurrent day to day, periodic (i.e., weekly, monthly, annual) or scheduled work required to preserve or maintain a facility or system in such a condition that it may continue to be effectively utilized for its designated purpose during its life expectancy.

**Repair Projects** are the work required to restore a facility or system to such a condition that it may continue to be appropriately and effectively utilized for its designated purpose by overhaul, or replacement of constituent parts or materials which have deteriorated by action of the elements or wear and tear in use.

The following list are examples of allowable maintenance/repair projects:

- Painting, decorating, caulking, repainting, or treatment of masonry and other surfaces.
- Repair of sections of a wall or individual floor tiles, individual shingles or sections of siding.
- Sealing asphalt surfaces, ditching, replacement of gutters and curbs, patching or resurfacing roads.
- Repair of sprinklers and automatic alarm systems.
- Repair of components, elements or units of an elevator or escalator.
- Repair of plumbing, sanitary facilities, or the pre-heat, reheat, and chilled water coils or other components of a heating, ventilating and air conditioning system.
- Repair of components of lighting and electrical systems.

### **Food and Beverages**

Food and beverages are allowable under the following circumstances:

- Those incurred by Partnership Collaborative members and employees traveling overnight on official Partnership business;
- Bulk drinking water for coolers where tap water is not potable;
- 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.

The grantee must maintain supporting documentation including an agenda, a roster or sign-in sheet demonstrating that a majority of attendees were residents, youth, or non-staff representatives (for food costs), and itemized receipts that will be made available to GOC upon request. Costs lacking proper documentation will be disallowed.

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### Furniture, Fixtures, and Equipment (FF&E)

Allowable costs include movable items under \$10,000 with a useful life under 15 years, as well as recurrent maintenance work that preserves current conditions (e.g., painting, minor component replacement).

### Indirect Cost Rate

Indirect costs may be charged to an award if:

- The recipient has a current (unexpired) federally approved indirect cost rate; or
- If no federally approved rate exists, the recipient elects to use, the de minimis indirect cost rate described in the [Part 200 Uniform Requirements, as set out at 2 C.F.R. 200.414\(f\)](#).

**Important:** Applicants must identify in the narrative and budget justification if they are utilizing the de minimis rate or if they are utilizing a negotiated indirect cost rate.

An applicant with a current (unexpired) federally approved indirect cost rate must attach a copy of the indirect cost rate agreement to this application. An applicant that does not have a current federally approved NICRA has the option of electing to use the 15% de minimis indirect cost rate. If an eligible applicant elects the de minimis rate, costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both.

### The Standard Federal Exclusions

You must exclude certain categories from your direct costs before applying your indirect cost rate.

- **Subawards (over \$50,000):** You can only apply indirect costs to the first \$50,000 of each subaward. Any portion of a subaward beyond \$50,000 is excluded. (Note: This was previously \$25,000 prior to October 2024).
  - Example:
    - Organization A is subawarded \$75,000 from the Applicant Agency. \$50,000 can be included in the MTDC cost base calculation, \$25,000 is excluded.
    - Organization B is subawarded \$20,000 from the Applicant Agency. \$20,000 can be included in the MTDC cost base calculation.
    - $\$50,000 + \$20,000 = \$70,000$  can be included in the MTDC cost base calculation.
- **Equipment:** Items costing \$10,000 or more with a useful life of over one year. (Note: This was previously \$5,000. However, if your specific institution has a stricter internal threshold, like \$5,000, you must use your institution's threshold).
- **Participant Support Costs:** Stipends, travel, and registration fees paid directly on behalf of trainees or participants (not your employees).
- **Tuition Remission, Scholarships, and Fellowships.**
- **Rental Costs:** Costs for renting or leasing space and equipment.
- **Capital Expenditures:** Alterations and renovations to facilities.

### Unallowable Costs

An unallowable cost is an expenditure that is not permitted under the grant agreement or applicable regulations and may not be charged directly or indirectly to the grant. Unallowable costs include, but are not limited to:

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### Financial and Administrative Costs

- Bad debts and uncollectable claims
- Fines, penalties, settlements, and interest related to violations of law or regulation
- Interest on borrowed capital or lines of credit
- Investment management fees or investment losses
- Expenses related to foundation or similar accounts used to maintain interest or reinvestment funds

### Organizational and Governance Costs

- Lobbying or advocacy activities intended to influence legislation or public policy
- Organized fundraising events
- Contributions or donations not directly tied to an approved grant activity
- Legal defense and prosecution costs
- Losses incurred on other grant or contract awards

### Personal Use Costs and Leave Time for Contractors

- Personal use of organization-furnished vehicles or assets
- Leave time charged under fee-for-service contracts when services were not provided
- Goods, assets, or services for personal use by employees

### Entertainment, Recognition, and Promotional Costs

- Alcoholic beverages
- Cash Incentives
- Entertainment and social activities not explicitly tied to the program goals
- Gift Cards
- Gifts for Board members or Board employees
- Recognition items exceeding \$50 in value
- Promotional or giveaway items, except when approved as program supplies for participants or staff in a grant-funded activity

### Capital and Infrastructure Costs

- **Renovation** is defined as the work required to restore and modernize most or all of a facility, or an existing mechanical system, so that the facility may be effectively utilized for its designated functional purpose or to comply with current code requirements.
- **Capital Projects**, also known as Construction, is a single undertaking involving construction applicable to one or more real property facilities or structures. Construction includes all work necessary to produce a complete and usable new facility or a complete and usable improvement to an existing facility. The work includes associated architectural work and other technical requirements.
- The following list includes, but is not limited to, **unallowable** capital projects:
  - Demolition of an existing facility
  - The construction, installation, or assembly of a new facility
  - The addition to, alteration, conversion, expansion, relocation, renovation or restoration of an existing facility or structure
  - The installation, extension, or replacement of utility systems
  - Fixed equipment installed and made part of a facility, as long as the life of the overall project exceeds 15 years
  - Site development and improvement

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- Operating expenses associated with a self-help capital/construction project, including wages and salaries of permanent employees
- The installation, extension or replacement of systems for the provision of sewer, water and electrical service; power plant facilities and appurtenances; heating, ventilating and air conditioning; fire escapes, sprinklers and automatic fire alarms, and telecommunications.

### **Duplicative or Alternative Costs**

- Costs for training or technical assistance provided at no cost by GOC, the Children's Cabinet, or a member agency.
- Expenditures from flex funds or other discretionary accounts.

**Costs failing the standard of allowability or lacking required source documentation at the time of monitoring will be immediately disallowed. Unallowable expenditures will trigger the issuance of a Notice of Deficiency, elevation of risk-level, and/or corrective action and may require repayment to the State.**

**Appendix D | Implementation/Early-Implementation Rubric**

**General**

- **Excellent:** Clear, specific, and well-supported responses. Demonstrates strong alignment to ENOUGH goals, feasibility, and high likelihood of impact.
- **Good:** Generally clear and reasonable responses with some gaps in detail or specificity. Likely to be effective with minor improvements.
- **Marginal:** Responses are incomplete, vague, or raise concerns about feasibility or alignment. Significant gaps in detail or clarity.
- **Unsatisfactory:** Responses are missing, unclear, or not credible. Does not demonstrate sufficient capacity or alignment to move forward.

**0. Compliance (Pass/ Fail)**

Grantee has uploaded accurate, compliant versions of:

- Form 990
- Most recent financial audit or review
- Cover page fields

**1. Partnership Strength & Governance**

This section is focused on **community leadership, governance structure, partner coordination** and will look at:

- Neighborhood Action Plan
- Community Assets Map and Needs Assessment
- Partnership Table
- Overall Application Narrative
- Program Narratives
- Budget

<b>Excellent</b>	<ul style="list-style-type: none"> <li>● Clear governance structure with defined roles, decision-making, and accountability.</li> <li>● Strong evidence of coordinated, high-functioning partnerships (MOUs in place with core partners, partners have clearly defined roles in delivering programs).</li> <li>● Partners are leveraging their expertise to lead programs or strategies across ENOUGH result areas.</li> <li>● Community members (especially youth/families) have meaningful, ongoing roles in leadership or decision-making.</li> </ul>
<b>Good</b>	<ul style="list-style-type: none"> <li>● Governance structure and roles are defined but may lack some detail.</li> <li>● Partnerships are established and generally coordinated.</li> </ul>

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	<ul style="list-style-type: none"> <li>● Partners are leveraging their expertise to aspects of programs or strategies across ENOUGH result areas, but partners are not taking leadership of delivery.</li> <li>● Community engagement is present but decision-making roles are unclear.</li> </ul>
<b>Marginal</b>	<ul style="list-style-type: none"> <li>● Governance structure is unclear or incomplete.</li> <li>● Limited detail on how partners coordinate or make decisions.</li> <li>● Community engagement is general or not well-defined.</li> </ul>
<b>Unsatisfactory</b>	<ul style="list-style-type: none"> <li>● Governance structure is missing or not functional.</li> <li>● Partnerships are poorly defined or unclear.</li> <li>● No meaningful role for community members.</li> </ul>

### 2. Community Quarterback Capacity

This section is focused on **QB ability to effectively manage partners and programs** and will look at:

- Neighborhood Action Plan
- Partnership Table
- Overall Application Narrative
- Program Narratives
- Budget

<b>Excellent</b>	<ul style="list-style-type: none"> <li>● Demonstrates a high degree of neutrality where the QB acts as a "honest broker," ensuring partnership resources and decisions are driven by community data and collective goals.</li> <li>● Provides a clear plan or existing structure that prevents service-delivery interests from overriding QB coordination duties.</li> <li>● Dedicated staff (or staff with significant, protected FTE) are assigned to lead the initiative, ensuring the backbone functions are not treated as secondary tasks.</li> <li>● Utilizes shared data systems to foster transparency among partners</li> <li>● Outlines a proactive strategy to secure long-term funding for the backbone role.</li> </ul>
<b>Good</b>	<ul style="list-style-type: none"> <li>● Includes active partner participation in decision-making and demonstrates a commitment to transparency regarding how the lead agency balances its dual role.</li> <li>● Acknowledges the overlap between services and QB roles but identifies specific "safeguards" (like partner steering committees) to ensure fair resource distribution.</li> <li>● Key coordination roles are identified; while staff may have split duties, their ENOUGH responsibilities are explicitly prioritized in their work plans.</li> <li>● Has functional data-tracking systems in place</li> <li>● Demonstrates an intent to diversify funding to support sustainability of backbone role.</li> </ul>
<b>Marginal</b>	<ul style="list-style-type: none"> <li>● Decision-making is mostly internal to the lead agency, with limited evidence of how partner or community feedback shifts resource allocation.</li> </ul>

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	<ul style="list-style-type: none"> <li>● QB and service-delivery functions are heavily blurred, with a high risk that coordination is deprioritized when programmatic needs arise.</li> <li>● Staffing for the initiative is ad-hoc or added onto already full workloads, leading to inconsistent partnership engagement or reporting.</li> <li>● Relies on basic or internal-only data systems that do not allow for easy partner collaboration</li> <li>● Lacks a clear vision for sustainability of backbone role.</li> </ul>
<b>Unsatisfactory</b>	<ul style="list-style-type: none"> <li>● No evidence of a neutral convener role; the lead agency operates the grant as a traditional solo project rather than a partnership.</li> <li>● No distinction made between the organization's own programs and its responsibility to the broader ENOUGH partnership.</li> <li>● No staff time is specifically carved out for partnership coordination, alignment, or data management.</li> <li>● Lacks the basic IT or fiscal systems required to manage a complex multi-partner award.</li> <li>● No vision for sustainability of backbone role.</li> </ul>

### 3. Data Systems

This section is focused on **data strategy, data sharing, and progress monitoring (RBA)** and will look at:

- RBA table
- Neighborhood Action Plan
- Overall Application Narrative
- Program Narratives
- Budget

<b>Excellent</b>	<ul style="list-style-type: none"> <li>● Strong systems for sharing and analyzing data across partners.</li> <li>● Data is actively used to set goals, monitor progress, and inform decisions.</li> <li>● RBA Plan sets clear and realistic outcome indicators and progress measures.</li> <li>● Demonstrates transparency and accountability.</li> </ul>
<b>Good</b>	<ul style="list-style-type: none"> <li>● Some evidence of data sharing and use for decision-making.</li> <li>● Progress monitoring approach is present but lacks full detail.</li> <li>● RBA Plan does not fully specify how data informs actions.</li> </ul>
<b>Marginal</b>	<ul style="list-style-type: none"> <li>● Limited explanation of how data is shared or used.</li> <li>● Weak connection between data and decision-making or progress monitoring.</li> </ul>
<b>Unsatisfactory</b>	<ul style="list-style-type: none"> <li>● Minimal or unclear data strategy.</li> <li>● No clear process for sharing or using data.</li> <li>● Does not demonstrate how progress will be monitored or decisions informed.</li> </ul>

### 4. Community Engagement

This section is focused on **community engagement** and will look at:

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- Neighborhood Action Plan
- Community Assets Map and Needs Assessment
- Overall Application Narrative
- Program Narratives
- Budget

<b>Excellent</b>	<ul style="list-style-type: none"> <li>● Community engagement is meaningful and well-documented, with diverse participation and clear evidence that resident input directly shaped priorities and strategies.</li> <li>● 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.</li> <li>● Prioritization of needs and strategies is clear and grounded in data and resident input, with well-defined steps toward action.</li> </ul>
<b>Good</b>	<ul style="list-style-type: none"> <li>● Community engagement is present but may lack depth, diversity, or clear influence on decisions.</li> <li>● Prioritization of needs and strategies is reasonable but could be more clearly supported by data or engagement.</li> </ul>
<b>Marginal</b>	<ul style="list-style-type: none"> <li>● Community engagement is minimal, narrow, or not clearly connected to planning decisions.</li> <li>● Resident voices are not clearly integrated.</li> </ul>
<b>Unsatisfactory</b>	<ul style="list-style-type: none"> <li>● Methodology is missing or not credible.</li> <li>● Little to no evidence of meaningful community engagement.</li> <li>● Needs are not based on resident input.</li> </ul>

### 5. Community Assets Map and Needs Assessment

This section is focused on **needs assessment and asset mapping** and will look at:

- Community Assets Map and Needs Assessment

<b>Excellent</b>	<ul style="list-style-type: none"> <li>● The Community Assets Map and Needs Assessment provides a synthesized analysis of community assets and needs for all four (4) ENOUGH Result Areas.</li> <li>● The applicant includes clear detailed evidence of robust partnership steps to engage residents and identify assets/needs that informed the creation of the Community Assets Map and Needs Assessment.</li> <li>● Community Assets Map and Needs Assessment is comprehensive and data-driven. Uses a wide range of tools, disaggregated data, and gap analyses to show deep context.</li> </ul>
<b>Good</b>	<ul style="list-style-type: none"> <li>● The Community Assets Map and Needs Assessment provides a sufficient analysis of community assets and needs for all four (4) ENOUGH Result Areas.</li> <li>● The applicant provides a generally clear description of engagement; may lack specific detail on breadth or methods of participation that informed the creation of the Community Assets Map and Needs Assessment.</li> </ul>

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	<ul style="list-style-type: none"> <li>The Community Assets Map and Needs Assessment is sufficient and evidence-based. Identifies standard data tools and assessments, though may miss minor nuances or specific gaps.</li> </ul>
<b>Marginal</b>	<ul style="list-style-type: none"> <li>The Community Assets Map and Needs Assessment provides community assets and needs for all four (4) ENOUGH Result Areas, but it is limited and descriptive.</li> <li>The applicant describes engagement activities, but lacks evidence of formal structures or deep resident involvement that informed the creation of the Community Assets Map and Needs Assessment.</li> <li>The Community Assets Map and Needs Assessment identifies a few tools/assessments but lacks depth or a clear plan for using data to inform context.</li> </ul>
<b>Unsatisfactory</b>	<ul style="list-style-type: none"> <li>The Community Assets Map and Needs Assessment fails to include community assets and needs for all four (4) ENOUGH Result Areas.</li> <li>The applicant fails to describe partnership activities or community engagement processes that informed the creation of the Community Assets Map and Needs Assessment.</li> <li>The Community Assets Map and Needs Assessment fails to identify data tools or demonstrates a lack of understanding of community data sources.</li> </ul>

**6. Neighborhood Action Plan**

This section is focused on **the Neighborhood Action Plan** and will look at:

- Neighborhood Action Plan

<b>Excellent</b>	<ul style="list-style-type: none"> <li>The Neighborhood Action Plan features actionable and investable strategies in each ENOUGH Result Area, with a compelling rationale for strategy selection. It clearly demonstrates how strategies will lead to outcomes in the relevant ENOUGH Result Area and ultimately dismantle the root causes of child poverty in the target geography. All programs associated with strategies are evidence-based or informed and tied to specific, measurable outcomes.</li> <li>The Neighborhood Action Plan provides strong, clear evidence that the community was actively and meaningfully engaged in the development of the proposed plan. Multiple, well-documented methods of engagement (e.g., meetings, surveys, focus groups) were used, reaching a diverse and representative group of community members. Community input directly influenced key aspects of the plan, with specific examples of how feedback was incorporated.</li> <li>The Neighborhood Action Plan includes clear, detailed, feasible, and realistic strategies and activities that will ensure ongoing progress monitoring, mutual accountability across partners, and community leadership in decision-making processes.</li> <li>The application clearly and comprehensively demonstrates how activities will be carried out and by whom using evidence-informed frameworks of collaborative action. Detailed strategies and examples are provided, showing a deep understanding of the community’s issues and priorities in the Result Area and a</li> </ul>
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	<p>clear plan for addressing them through systems and structures appropriate for the Result Area.</p>
<b>Good</b>	<ul style="list-style-type: none"> <li>● The Neighborhood Action Plan includes a clear Theory of Change for each Result Area. Strategies are generally evidence-informed and logically linked to outcomes, though the "investable" case or the link to root causes could be more robust.</li> <li>● The application provides adequate evidence of community engagement, showing that a range of community members were consulted through several methods. The engagement process lacks specific detail on how diverse groups were involved. Some community input was used to shape the plan, though limited examples are provided.</li> <li>● The Neighborhood Action Plan includes strong strategies and activities for progress monitoring and accountability with substantial engagement of community leadership. Some additional details may be needed, but most elements are presented and observed gaps or weaknesses are minor.</li> <li>● The application adequately demonstrates how planned activities will be carried out in systems and structures appropriate for the Result Area. Most aspects are well-explained and supported by relevant information, though some minor details or connections may be less clear.</li> </ul>
<b>Marginal</b>	<ul style="list-style-type: none"> <li>● The Neighborhood Action Plan has a Theory of Change but lacks actionable detail. Rationale for strategy selection is weak, and the connection between programs, evidence, and measurable outcomes is inconsistent or vague.</li> <li>● The application provides limited evidence of community involvement, with engagement mostly occurring through fewer methods or reaching a narrow segment of the community. The connection between community input and the proposed plan is unclear or only loosely demonstrated.</li> <li>● The Neighborhood Action Plan includes adequate strategies and activities for progress monitoring and accountability with some engagement of community leadership. Observed weaknesses are significant.</li> <li>● The application demonstrates how planned activities will be carried out to advance priorities or address issues in the Result Area. However, explanations are somewhat vague or lack sufficient detail, and the connections between activities, timelines, and/or responsible parties are not fully developed.</li> </ul>
<b>Unsatisfactory</b>	<ul style="list-style-type: none"> <li>● The Neighborhood Action Plan lacks a Theory of Change or clear rationale. Strategies are not evidence-based, and there is no clear path or defined metrics for achieving outcomes in the Result Areas.</li> <li>● The application provides minimal to no evidence that the community was engaged in developing the proposed plan. Engagement, if mentioned, was tokenistic or limited to a small, non-representative group. The narrative provides no meaningful examples of how community input influenced the plan.</li> <li>● The Neighborhood Action Plan includes limited strategies and activities for progress monitoring and/or accountability to partners and community.</li> <li>● The application includes unclear or insufficient information about how planned activities will be carried out through Result Area systems and structures. Key</li> </ul>

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	details are missing or inadequately explained, making it difficult to assess the quality and feasibility of proposed activities.
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### 7. Program Design & Feasibility

This section is focused on **program design, alignment to the NAP, readiness, and risk mitigation** and will look at:

- Neighborhood Action Plan
- Overall Application Narrative
- Program Narratives
- Budget

<b>Excellent</b>	<ul style="list-style-type: none"> <li>● Programs clearly define the problem and target population.</li> <li>● Clear, evidence-based or evidence-informed approach.</li> <li>● Demonstrates readiness to implement (well-defined roles, sufficient QB staffing) and is clearly building off the progress to date.</li> <li>● Key risks are identified with specific, actionable mitigation strategies.</li> <li>● Strong potential for measurable impact.</li> </ul>
<b>Good</b>	<ul style="list-style-type: none"> <li>● Program design and alignment are generally clear.</li> <li>● Some evidence or rationale is provided.</li> <li>● Readiness is demonstrated but may lack detail, linked to progress to date.</li> <li>● Risks identified with reasonable mitigation strategies.</li> <li>● Likely to be effective with minor improvements.</li> </ul>
<b>Marginal</b>	<ul style="list-style-type: none"> <li>● Program design is unclear or lacks coherence.</li> <li>● Weak or limited evidence base.</li> <li>● Readiness is questionable or incomplete.</li> <li>● Vague risks with weak mitigation strategies.</li> </ul>
<b>Unsatisfactory</b>	<ul style="list-style-type: none"> <li>● Program purpose or design is unclear.</li> <li>● No meaningful evidence or rationale.</li> <li>● Risks not meaningfully addressed.</li> <li>● Not ready for implementation.</li> </ul>

### 8. Sustainability & Resource Alignment

This section is focused on **leveraging assets, aligning funding, and long-term sustainability** and will look at:

- Neighborhood Action Plan
- Overall Application Narrative
- Program Narratives
- Budget

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<b>Excellent</b>	<ul style="list-style-type: none"> <li>● Clearly identifies existing community assets and funding sources.</li> <li>● Strong plan to align and braid resources (public, private, philanthropic).</li> <li>● Demonstrates a credible path to sustaining work beyond the grant.</li> <li>● Strong understanding of broader funding landscape.</li> <li>● Multiple matched funds sources identified.</li> </ul>
<b>Good</b>	<ul style="list-style-type: none"> <li>● Identifies key assets and some funding sources.</li> <li>● General plan for aligning resources or sustaining work.</li> <li>● Likely to sustain with some additional development.</li> <li>● Some matched funds identified.</li> </ul>
<b>Marginal</b>	<ul style="list-style-type: none"> <li>● Limited or unclear identification of assets or funding sources.</li> <li>● Weak or incomplete sustainability strategy.</li> <li>● At least one matched funds source identified.</li> </ul>
<b>Unsatisfactory</b>	<ul style="list-style-type: none"> <li>● No clear plan for sustainability.</li> <li>● Does not identify or leverage existing resources.</li> <li>● No matched funds identified.</li> </ul>

### 9. Budget & Cost Effectiveness

This section is focused on **budget alignment, reasonableness, and scale** and will look at:

- Budget

<b>Excellent</b>	<ul style="list-style-type: none"> <li>● Budget is clearly aligned to proposed programs and activities.</li> <li>● Costs are reasonable, allowable, and clearly tied to ENOUGH priorities.</li> <li>● Staffing and sub-award allocations support effective implementation.</li> <li>● Demonstrates clear understanding of cost per program and overall scale.</li> </ul>
<b>Good</b>	<ul style="list-style-type: none"> <li>● Budget is generally aligned to activities.</li> <li>● Most costs are reasonable with minor gaps in justification.</li> <li>● Staffing is mostly sufficient.</li> </ul>
<b>Marginal</b>	<ul style="list-style-type: none"> <li>● Budget alignment is unclear or inconsistent.</li> <li>● Multiple costs lack justification.</li> <li>● Staffing or allocations raise concerns.</li> </ul>
<b>Unsatisfactory</b>	<ul style="list-style-type: none"> <li>● Budget is unclear, incomplete, or not aligned to proposed work.</li> <li>● Costs are not justified.</li> <li>● Raises significant concerns about feasibility.</li> </ul>

## Appendix E | Plan Development Rubric for Evaluation

### General

- **Excellent:** Clear, specific, and well-supported responses. Demonstrates strong alignment to ENOUGH goals, feasibility, and high likelihood of impact.
- **Good:** Generally clear and reasonable responses with some gaps in detail or specificity. Likely to be effective with minor improvements.
- **Marginal:** Responses are incomplete, vague, or raise concerns about feasibility or alignment. Significant gaps in detail or clarity.
- **Unsatisfactory:** Responses are missing, unclear, or not credible. Does not demonstrate sufficient capacity or alignment to move forward.

### 0. Compliance (Pass/ Fail)

Grantee has uploaded accurate, compliant versions of:

- Form 990
- Most recent financial audit or review
- Cover page fields

### 1. Partnership Strength & Governance

This section is focused on **community leadership, governance structure, partner coordination** and will look at:

- Overall Application Narrative
- Partnership Table
- Budget

<p><b>Excellent</b></p>	<ul style="list-style-type: none"> <li>● Clear governance structure with defined roles, decision-making, and accountability.</li> <li>● Provides strong evidence that QB has built capacity over time and has formalized partnerships.</li> <li>● Partners are leveraging their expertise to lead programs or strategies across ENOUGH result areas.</li> <li>● Community members (especially youth/families) have meaningful, ongoing roles in leadership or decision-making.</li> </ul>
<p><b>Good</b></p>	<ul style="list-style-type: none"> <li>● Governance structure and roles are defined but may lack some detail.</li> <li>● Provides some evidence that QB has built capacity over time and has formalized partnerships.</li> <li>● Partners are leveraging their expertise to aspects of programs or strategies across ENOUGH result areas, but partners are not taking leadership of delivery.</li> <li>● Community engagement is present but decision-making roles are unclear</li> </ul>

## FY2027 ENOUGH Continuation Notice of Funding Opportunity (NOFO)

<b>Marginal</b>	<ul style="list-style-type: none"> <li>● Governance structure is unclear or incomplete.</li> <li>● Limited detail on how partners coordinate or make decisions.</li> <li>● Community engagement is general or not well-defined.</li> </ul>
<b>Unsatisfactory</b>	<ul style="list-style-type: none"> <li>● Governance structure is missing or not functional.</li> <li>● Partnerships are poorly defined or unclear.</li> <li>● No meaningful role for community members.</li> </ul>

### 2. Community Quarterback Capacity

This section is focused on **QB ability to effectively manage partners and programs** and will look at:

- Overall Application Narrative
- Partnership Table
- Budget

<b>Excellent</b>	<ul style="list-style-type: none"> <li>● Demonstrates a clear intent and specific process for establishing a neutral governance model (informed by signed MOUs) where community residents with lived experience and partners drive the final Neighborhood Action Plan.</li> <li>● Outlines a logical strategy for ensuring the lead agency's programs do not receive preferential treatment during the asset mapping and needs assessment process.</li> <li>● Identifies dedicated personnel (or a realistic hiring plan) to execute high-capacity plan development activities, such as deep community engagement and strategic alignment.</li> <li>● Demonstrates readiness to adopt shared data tools for transparently tracking community needs and provides a vision for sustaining the backbone role long-term.</li> </ul>
<b>Good</b>	<ul style="list-style-type: none"> <li>● Shows a commitment to partnership-led decision-making and describes defined roles for residents with lived experience in the planning process.</li> <li>● Acknowledges the need to balance lead agency services with the QB role and uses the existing MOU/Partnership table as a safeguard to maintain objectivity.</li> <li>● Assigns staff with appropriate community-convenor experience to the initiative, ensuring they have the time needed to manage the four ENOUGH result areas.</li> <li>● Indicates an openness to using collective data systems for asset mapping and identifies potential future funding to support the partnership's infrastructure.</li> </ul>
<b>Marginal</b>	<ul style="list-style-type: none"> <li>● The planning process is heavily directed by the lead agency, with vague roles for residents with lived experience or limited evidence of shared decision-making.</li> <li>● There is little distinction between the organization's current programmatic goals and the broader goals of the multi-partner ENOUGH partnership.</li> <li>● Staffing for the planning phase is "added on" to existing roles without a clear plan to protect time for complex tasks like needs assessments or partner alignment.</li> <li>● Lacks a clear approach for how data will be shared across the four result areas or how the QB role would be sustained without continuation funding.</li> </ul>
<b>Unsatisfactory</b>	<ul style="list-style-type: none"> <li>● No evidence of defined resident roles or a plan to act as a neutral convener; planning appears designed to benefit only the lead organization.</li> </ul>

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	<ul style="list-style-type: none"> <li>● Does not recognize the need for a separate "Quarterback" function; treats the move to Plan Development as a standard single-organization project.</li> <li>● No staff time or organizational capacity is specifically dedicated to the work of partnership building, asset mapping, or community engagement.</li> <li>● No demonstrated infrastructure for data management or long-term fiscal stewardship of a multi-partner award.</li> </ul>
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### 3. Data Systems

This section is focused on **data strategy, data sharing, and progress monitoring (RBA)** and will look at:

- Overall Application Narrative
- Budget

<b>Excellent</b>	<ul style="list-style-type: none"> <li>● Strong systems for sharing and analyzing data across partners.</li> <li>● Demonstrates transparency and accountability.</li> </ul>
<b>Good</b>	<ul style="list-style-type: none"> <li>● Some evidence of data sharing and use for decision-making.</li> <li>● Progress monitoring approach is present but lacks full detail.</li> </ul>
<b>Marginal</b>	<ul style="list-style-type: none"> <li>● Limited explanation of how data is shared or used.</li> <li>● Weak connection between data and decision-making or progress monitoring.</li> </ul>
<b>Unsatisfactory</b>	<ul style="list-style-type: none"> <li>● Minimal or unclear data strategy.</li> <li>● No clear process for sharing or using data.</li> <li>● Does not demonstrate how progress will be monitored or decisions informed.</li> </ul>

### 4. Community Engagement

This section is focused on **community engagement** and will look at:

- Overall Application Narrative
- Budget

<b>Excellent</b>	<ul style="list-style-type: none"> <li>● Community engagement is meaningful and well-documented, with diverse participation and clear evidence that resident input directly shaped priorities and strategies.</li> <li>● 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.</li> <li>● Prioritization of needs and strategies is clear and grounded in data and resident input, with well-defined steps toward action.</li> <li>● Plan for conducting needs assessment and developing NAP is clearly defined, rigorous, and feasible.</li> </ul>
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<b>Good</b>	<ul style="list-style-type: none"> <li>● Community engagement is present but may lack depth, diversity, or clear influence on decisions.</li> <li>● Prioritization of needs and strategies is reasonable but could be more clearly supported by data or engagement.</li> </ul>
<b>Marginal</b>	<ul style="list-style-type: none"> <li>● Community engagement is minimal, narrow, or not clearly connected to planning decisions.</li> <li>● Resident voices are not clearly integrated.</li> </ul>
<b>Unsatisfactory</b>	<ul style="list-style-type: none"> <li>● Methodology is missing or not credible.</li> <li>● Little to no evidence of meaningful community engagement.</li> <li>● Needs are not based on resident input.</li> </ul>

### 5. Sustainability & Resource Alignment

This section is focused on **leveraging assets, aligning funding, and long-term sustainability** and will look at:

- Overall Application Narrative
- Budget

<b>Excellent</b>	<ul style="list-style-type: none"> <li>● Clearly identifies existing community assets and funding sources.</li> <li>● Strong early-stage strategy for identifying and aligning funding sources.</li> <li>● Demonstrates a credible path to sustaining work beyond the grant.</li> <li>● Strong understanding of broader funding landscape.</li> </ul>
<b>Good</b>	<ul style="list-style-type: none"> <li>● Identifies key assets and some funding sources.</li> <li>● Some strategy for identifying and aligning funding sources.</li> <li>● General plan for aligning resources or sustaining work.</li> <li>● Likely to sustain with some additional development.</li> </ul>
<b>Marginal</b>	<ul style="list-style-type: none"> <li>● Limited or unclear identification of assets or funding sources.</li> <li>● Weak or incomplete sustainability strategy.</li> </ul>
<b>Unsatisfactory</b>	<ul style="list-style-type: none"> <li>● No clear plan for sustainability.</li> <li>● Does not identify or leverage existing resources.</li> </ul>

### 6. Budget & Cost Effectiveness

This section is focused on **budget alignment, reasonableness, and scale** and will look at:

- Budget

<b>Excellent</b>	<ul style="list-style-type: none"> <li>● Budget is clearly aligned to proposed programs and activities.</li> <li>● Costs are reasonable, allowable, and clearly tied to ENOUGH priorities.</li> <li>● Staffing and subawardee allocations support effective implementation.</li> <li>● Demonstrates clear understanding of cost per program and overall scale.</li> </ul>
<b>Good</b>	<ul style="list-style-type: none"> <li>● Budget is generally aligned to activities.</li> <li>● Most costs are reasonable with minor gaps in justification.</li> </ul>

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	<ul style="list-style-type: none"><li>● Staffing is mostly sufficient.</li></ul>
<b>Marginal</b>	<ul style="list-style-type: none"><li>● Budget alignment is unclear or inconsistent.</li><li>● Multiple costs lack justification.</li><li>● Staffing or allocations raise concerns.</li></ul>
<b>Unsatisfactory</b>	<ul style="list-style-type: none"><li>● Budget is unclear, incomplete, or not aligned to proposed work.</li><li>● Costs are not justified.</li><li>● Raises significant concerns about feasibility.</li></ul>

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**Appendix F | ENOUGH Communities by Phase**

<b>ENOUGH QB</b>	<b>Current ENOUGH Phase</b>
Anne Arundel County Partnership for Children, Youth, and Families	Implementation (Year 1)
Boys & Girls Clubs of Harford and Cecil Counties	Plan Development (Year 1)
Caroline Human Services Council, Inc.	Plan Development (Year 1)
CASA, Inc.	Plan Development (Year 1)
CHEER	Plan Development (Year 2)
Cherry Hill Strong	Implementation (Year 2)
Child First Authority	Early Implementation (Year 1)
City of Cumberland	Plan Development (Year 1)
Community Assistance Network, Inc.	Plan Development (Year 1)
Elev8 Baltimore, Inc.	Early Implementation (Year 1)
Frederick Local Management Board	Plan Development (Year 2)
Good Intentions Foundation Inc.	Partnership Development
Greater Mondawmin Coordinating Council	Plan Development (Year 1)
Identity, Inc.	Plan Development (Year 2)
Latin American Youth Center	Implementation (Year 1)
Leaders Breeders Inc.	Partnership Development
LifeStyles of Maryland Foundation, Inc.	Plan Development (Year 1)
Moving Dorchester Forward, Inc.	Plan Development (Year 2)
One Annapolis, Inc	Partnership Development
Park Heights Renaissance, Inc.	Implementation (Year 2)
Prince George's County Department of Social Services	Partnership Development
San Mar Family & Community Services: Bester Community of Hope	Implementation (Year 2)
South Baltimore Community Land Trust	Plan Development (Year 2)
Tendea Family Inc.	Plan Development (Year 1)
The Central Baltimore Partnership, Inc.	Early Implementation (Year 1)
The Y in Central Maryland	Early Implementation (Year 1)
United Communities Against Poverty	Plan Development (Year 2)
Urban Strategies Inc	Plan Development (Year 1)