



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

# **ENOUGH FY27 Partnership Development NOFO Webinar**

**June 12, 2026**

# What Is ENOUGH? Program overview and context

28

Active ENOUGH  
Communities

12

Maryland  
Counties

FY2024

Law Signed by  
Gov. Moore

**ENOUGH** (Engaging Neighborhoods, Organizations, Unions, Governments, and Households) is Maryland's landmark anti-poverty initiative, signed into law by Governor Wes Moore in May 2024 and administered by the Governor's Office for Children.

The ENOUGH model is **community-led and government-supported**. Each community is led by a **Community Quarterback (QB)** — a backbone organization that convenes cross-sector partners and drives strategy, rather than delivering all services itself.

**This NOFO** is for **new communities** entering the ENOUGH Initiative at the **Partnership Development phase** — the entry point for all new grantees. A separate NOFO covers continuation awards for existing grantees.

# The Community Quarterback (QB): The backbone of ENOUGH

The **Community Quarterback** is the lead applicant organization that supervises all grant activities and manages the ENOUGH Partnership Collaborative. The QB acts as a **neutral convener and honest broker** — ensuring that partnership resources and decisions are driven by community data and collective goals, not the lead agency's own interests.

What the QB Does	What the QB Must Demonstrate
Convenes and coordinates cross-sector partners across all four ENOUGH Result Areas	Deep relationships in the focus community and capacity to drive work across multiple partners
Serves as the primary contact with GOC and is responsible for compliance, reporting, and financial stewardship of the award	Dedicated staff (or a realistic plan to hire) to manage backbone coordination as a primary — not added-on — duty
Drives development and implementation of the Neighborhood Action Plan, incorporating community voice throughout	Institutional neutrality: partner programs do not receive preferential treatment; decisions are consensus-driven
May transfer, subcontract, or sub-grant funds to partner organizations to accomplish approved activities	Capacity to administer grant funds and generate reporting data, or a formal Fiscal Sponsor arrangement
Maintains shared data systems and promotes transparency among all partners	Willingness to absorb GOC technical assistance and adopt shared tools, frameworks, and data infrastructure

**Eligible QB types:** Community-Based Organization · Non-Profit · Local Government Entity · Local Management Board (LMB) · Community Action Agency (CAA)

# The ENOUGH Partnership Collaborative: Who must be at the table

## Required Core Partners (all three must be distinct organizations)

Community-Based Non-Profit Organization	Local Government Entity	Public School
An organization responsive to and governed by community residents, with a strong established presence in the priority community	May include a county, municipality, city, town, local public authority, special district, council of governments, or tribal entity	Must include at least one community school serving the focus geography.

## Additional Partners (optional — but applicants are strongly encouraged to build a broad coalition)

<ul style="list-style-type: none"> <li>Community residents &amp; local leaders with lived experience</li> <li>Faith-based organizations</li> <li>Businesses and employers</li> <li>Unions or worker organizations</li> <li>Institutions of higher education</li> <li>Health care and care management organizations</li> </ul>	<ul style="list-style-type: none"> <li>Community development organizations (CDEs, CDFIs)</li> <li>Philanthropy and donor collaboratives</li> <li>Civic groups and neighborhood associations</li> <li>Workforce investment boards and chamber organizations</li> <li>Local law enforcement and justice system offices</li> <li>Entrepreneur support organizations</li> </ul>
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**Note:** "Local" means residing in or serving members of the defined community. Letters of commitment required from all 3 core partners; additional letters optional but encouraged.

# The Four ENOUGH Result Areas

## High-Quality Childcare & Education

Unlocking children's potential through early care and education from birth until working in a career — ensuring smooth transitions across K-12 to college and career.

## Healthy Families

Ensuring community member and family access to high-quality healthcare. Goals include decreasing infant mortality, increasing life expectancy, and improving mental health.

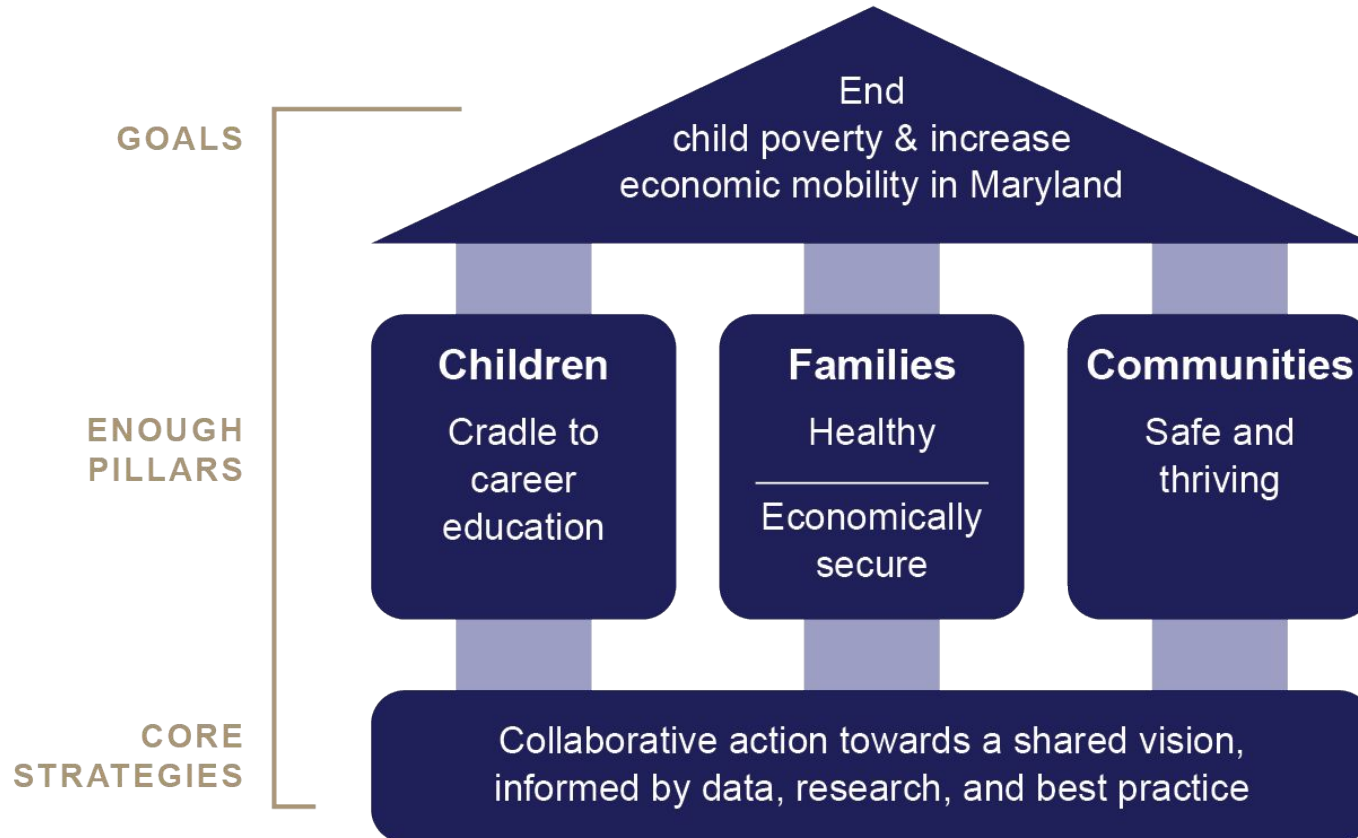
## Economically Secure Families

Ensuring higher rates of employment in living-wage jobs and stable, thriving households where families can provide necessities, weather hard times, and build wealth.

## Safe & Thriving Communities

Creating communities where residents feel safe and where the built environment supports thriving — including quality affordable housing, commercial core, food, recreation, and transportation.

# ENOUGH Theory of Action



## The ENOUGH Grant Pathway: **Where you're starting**

Partnership Development (This NOFO)	Plan Development	Early Implementation	Implementation
<p>Build QB capacity</p> <p>Establish partnerships</p> <p>Engage community</p> <p>Build systems for future planning</p>	<p>Complete Needs Assessment &amp; Asset Map</p> <p>Develop Neighborhood Action Plan</p>	<p>Implement in at least 1 Result Area</p> <p>Finalize NAP in remaining areas</p>	<p>Implement in all 4 Result Areas</p> <p>Use data &amp; evidence for continuous improvement</p>

# Partnership Development Year 1: What you are committing to

**Partnership Development is a planning and capacity-building year -- not a service delivery year.** GOC expects you to spend this year building the infrastructure that will support everything that comes next. The four required activities below are what reviewers evaluate and what you must complete to advance to Plan Development.

## 1. Build Capacity as a Community Quarterback

Hire or designate a dedicated staff coordinator for ENOUGH. Develop internal systems for managing partners, tracking progress, and reporting to GOC. Establish governance structures that demonstrate institutional neutrality -- preventing the QB's own programs from dominating partnership decisions.

## 2. Establish Partnerships Across All 4 Result Areas

Recruit and formalize partners across all four ENOUGH Result Areas. Execute a signed MOU or MOA with all partners defining roles, responsibilities, and governance norms. Aim for a broad, credible coalition -- not just the minimum three required.

## 3. Engage Community -- Meaningfully

Create a structured community engagement process that gives residents with lived experience active roles in shaping priorities -- not just attending meetings. Document resident input and identify mechanisms for ongoing community governance beyond Year 1.

## 4. Build Systems for Future Asset Mapping & Planning

Develop the data infrastructure and internal capacity needed for Plan Development: identify local data sources, establish shared data agreements with partners, and begin mapping community assets and needs across all four Result Areas.

**To advance to Plan Development, you must show:** signed MOU with partners across all 4 Result Areas | progress building QB capacity | defined active roles for residents with lived experience.

## What Support You Will Receive: TA comes with the award

ENOUGH grantees do not navigate this alone. Every awarded community receives a robust package of free technical assistance delivered by GOC and national partners. Applicants must demonstrate readiness to absorb this support -- it is a scored rubric criterion.

Support	What It Is	Provided By
<b>GOC Success Manager</b>	A dedicated GOC staff member assigned to your community. Primary relationship manager and compliance support. Reviews progress reports and meets with you quarterly.	<b>GOC</b>
<b>Online Training Hub</b>	Expert training on partnership development, community engagement, equitable governance, fiscal mapping, braided funding, Results-Based Accountability, and data infrastructure.	<b>StriveTogether</b>
<b>Grantee Convenings</b>	Cross-grantee gatherings (in-person and virtual) where ENOUGH communities share learning, build peer relationships, and receive cohort training alongside all 28+ communities.	<b>GOC · WJWI</b>

## Eligibility: Who can apply

### Eligible Community Geography - MAP

At least one U.S. Census tract where more than 30% of children live in poverty

Served by a Maryland community school with  $\geq 75\%$  concentration of poverty

Does NOT overlap an existing ENOUGH community (see Appendix D of NOFO)

Generally 1–1.5 square miles in scope; urban, suburban, or rural

### Eligible Lead Applicants (Community Quarterback)

Community-Based Organization

Non-Profit Organization

Local Government Entity

Local Management Board (LMB)

Community Action Agency (CAA)

All lead applicants and sub-awardees must be Active and in Good Standing with: SDAT · MD Board of Public Works · Secretary of State · U.S. Dept. of Labor · IRS

# FY2027 Snapshot: Award information and key dates

**\$65,000**

Maximum Award Amount

**Up to 2**

Awards Available

**12 months**

Oct 1, 2026 – Sep 30, 2027

**Jul 15**

Application Deadline

Date	Milestone	Action Required
June 4, 2026	NOFO Released	Download NOFO from GOC website
June 12, 2026	<b>NOFO Webinar (Today)</b>	Attend webinar, take notes
July 15, 2026	<b>Applications Due — 11:59 PM via Submittable</b>	Submit complete application package
Oct 1, 2026	Projected Award Start	Projected grant period begins
Sept 30, 2027	Award End	Projected grant period ends

# Application Requirements: What to submit

Component	Format	Status
Cover Page Details	Submittable Form Fields	Required
Overall Application Narrative (16 questions)	Submittable Form Fields	Required
Line-Item Budget Form	Excel Upload — Required Template	Required
Letters of Commitment from 3 Required Core Partners	PDF Upload	Required
Partner Organizations Table	Excel Upload - <a href="#">Required Template</a>	Required
Financial Documentation (Form 990, Audit/Review, W-9)	PDF Upload	Required
Supplementary Documents (org chart, community map, etc.)	PDF Upload	Optional

# The Application Narrative: 16 questions across 6 themes

Questions	Theme	What to Address	Word Limit
1–3	<b>Community ID</b>	Community name, county, and Census tracts	N/A
4–5	<b>Community Context</b>	History and root causes of child poverty; resident and student profile	250 words each
6	<b>Lived Experience</b>	How community members with lived experience are engaged by the QB organization	150 words
7–9	<b>Partnership</b>	Partnership history, growing the table, governance structure and accountability	150–350 words
10–11	<b>Community Quarterback</b>	QB experience, leadership achievements, capacity, and institutional neutrality	250–350 words
12	<b>Scope of Work</b>	12-month partnership development and QB capacity-building activities	500 words
13	<b>Blueprint Alignment</b>	How partnership will collaborate with community schools and Blueprint CPGs	150 words
14–15	<b>Sustainability &amp; Risk</b>	Early sustainability thinking; 2–3 specific risks with mitigation plans	350 words / bulleted

# Review Process: Partnership Development Rubric (6 categories)

Category	Type	What GOC Evaluates
<b>0. Compliance</b>	Pass / Fail	Eligible geography; valid core partner letters; complete documentation (Form 990, audit, W-9)
<b>1. Partnership Strength &amp; Governance</b>	Scored	Evaluates the applicant's existing collaborative footprint in the focus neighborhood, their practical approach to expanding the table across ENOUGH pillars, and their timeline for establishing clear, structured partner accountability
<b>2. Community Quarterback Capacity</b>	Scored	Evaluates the lead applicant's baseline administrative bandwidth to manage shared tasks and their commitment to an open, non-monopolized planning environment (acting as an "honest broker").
<b>3. Centering Community Voice &amp; Lived Experience</b>	Scored	Evaluates how accurately the applicant understands their local neighborhood demographics, socioeconomic realities, and historical context, as well as their processes for giving residents with lived experience a direct say in planning.
<b>4. Planning, Alignment &amp; Data Readiness</b>	Scored	Evaluates the clarity and feasibility of the 12-month scope of work, their readiness to leverage GOC technical assistance/data hub resources, and the quality of their intended alignment with local community schools under the Blueprint for Maryland's Future.
<b>5. Sustainability &amp; Risk Mitigation</b>	Scored	Evaluates the applicant's self-awareness of hyper-local challenges, organizational threats, and structural risks, alongside early-stage thinking on leveraging future funding streams
<b>6. Budget &amp; Cost Effectiveness</b>	Scored	Evaluates budget alignment, reasonableness, and scale.

Rating scale →



## Budget & Grant Policies: Key rules for Partnership Development - [see here](#)

### Personnel

List full annual salary, % time, and hourly rate for each position

Fringe benefits cap: 35% of salary costs

Executive leadership (CEO, COO, CFO) cannot be charged at 100% — over 15% requires written justification

### Equipment

\$10,000 per unit max, useful life over 1 year

Equipment purchased with state funds is state property

Do not transfer or dispose without prior GOC approval

### Participant Incentives & Food

Food allowable where majority of attendees are residents

Incentives must be pre-planned, consistently applied, documented

No cash payments, no gift cards — debit cards or checks only

### Contractual Services

Maximum rate: \$81.25/hr or \$650/day

Higher rates require PRIOR written GOC approval

Costs above cap incurred without approval will be disallowed

### Indirect Costs

Use federally approved NICRA or elect 15% de minimis rate

Subaward exclusion above \$50,000

Example: \$75K subaward → only \$50K in MTDC base for indirect calc

### Not Allowable

Renovation or construction; lobbying or advocacy

Alcoholic beverages; entertainment not tied to program

Training/TA already provided free by GOC

# Key Links

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- [FY2027 Partnership Development NOFO](#)
- [FY2027 ENOUGH Eligibility Map](#)
- [Grant Administration and Fiscal Compliance Policies and Procedures Manual](#)
- [Budget Template](#)
- [Partner Organizations Table Template](#)
- [Questions Submission Form](#)

**Questions?**