



Maryland

OPIOID OPERATIONAL
COMMAND CENTER

**Opioid Operational Command Center
FY2022 Call for Proposals: Competitive Grant Program**

March 17, 2021

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About the OCCC

The Opioid Operational Command Center (OCCC) was formed to coordinate Maryland’s statewide response to the opioid crisis. The OCCC identifies gaps in local substance-misuse resources and disseminates best practices and state resources to fill those gaps. The OCCC also prepares the *Inter-Agency Opioid Coordination Plan*, coordinates the efforts of 20 state agencies and 24 local jurisdictions, and reviews and approves all opioid-related budget proposals and legislation. All of the OCCC’s activities align with Governor Hogan’s policy priorities of *Prevention & Education*, *Enforcement & Public Safety*, and *Treatment & Recovery*.

Overview

The purpose of the OCCC’s Competitive Grant Program is to distribute grant funding to the highest-scoring proposals received from state and local governments and private, community-based partners that align with the *Inter-Agency Opioid Coordination Plan* and serve to meet some of the greatest needs around the State.

The funding available for the OCCC’s Competitive Grant Program is approximately \$5 million.

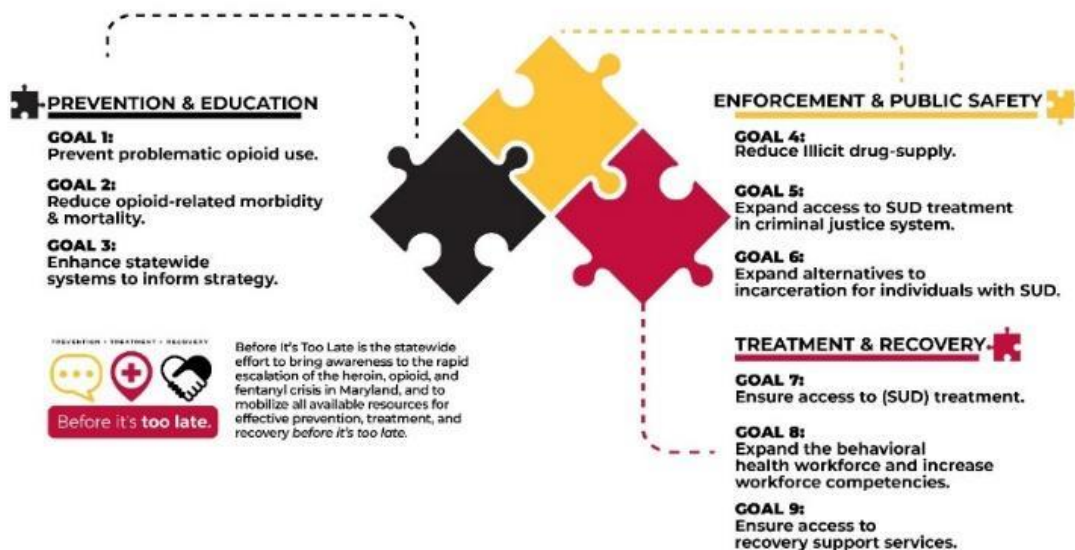
Eligibility

The following entities are eligible to apply:

1. state agencies;
2. local governments (including local school systems); and
3. community-based partners.

All project proposals must address the opioid crisis via *Prevention & Education*, *Enforcement & Public Safety*, and/or *Treatment & Recovery*. Additionally, the project must align with one or more goals of the *Inter-Agency Opioid Coordination Plan*. A copy of the Plan is available through the OCCC’s website (BeforeItsTooLateMD.org) under the “Resources” tab.

An overview of the *Inter-Agency Opioid Coordination Plan* is provided in the chart below.



Requirements

Grantees will be required to report on program performance. Progress towards each performance measure, including support for progress achieved, must be provided to the OCCC on a quarterly basis (instructions will be provided upon award).

The following is a sample list and is not inclusive of all potential performance measures:

Activity Type	Performance Measure(s)
Information campaigns	<ul style="list-style-type: none"> ● Number of information/public awareness events and activities conducted: [target #] ● Number of individuals exposed to messaging (communications platform: _____): [target #]
Education/training	<ul style="list-style-type: none"> ● Number of education/training events and activities conducted: [target #] ● Number of individuals who received education/training (target audience: _____): [target #]
Referral to treatment or recovery services	<ul style="list-style-type: none"> ● Number of individuals referred to treatment and/or recovery services (service type: _____): [target #] ● Number of individuals referred to treatment and/or recovery services who were admitted to treatment or recovery programs (service type: _____): [target #]
Peer recovery specialists	<ul style="list-style-type: none"> ● Number of individuals referred to peer recovery specialists (referred from: _____): [target #] ● Number of individuals referred to treatment by peer recovery specialists: [target #] ● Number of individuals referred to treatment by peer recovery specialists who were admitted to treatment: [target #]
Screening, brief intervention, & referral to treatment (SBIRT)	<ul style="list-style-type: none"> ● Number of individuals trained in SBIRT (SBIRT setting: _____): [target #] ● Number of individuals screened (SBIRT setting: _____): [target #] ● Number of positive screens (SBIRT setting: _____): [target #] ● Number of brief interventions (SBIRT setting: _____): [target #] ● Number of individuals referred to treatment (SBIRT setting: _____): [target #]
Treatment/crisis stabilization/recovery	<ul style="list-style-type: none"> ● Number of individuals who received services (service type: _____): [target #]

Key Dates

Call for Proposal Release Date:	Wednesday, March 17, 2021
Application Deadline:	Friday, April 30, 2021
Award Decisions:	Wednesday, June 16, 2021 (Tentative)
Anticipated Period of Performance:	July 1, 2021 – June 30, 2022

Application Process

As referenced above, the full application package must be submitted to the OOCC no later than **Friday, April 30, 2021 at 5:00 P.M.** No late or incomplete applications will be accepted. The full application package includes the following components:

1. complete application form (PDF and Word or Google Docs);
2. complete budget template with the related attachments (PDF and Excel or Google Sheets);
3. support of the project (signature or letter of support) from the relevant local and/or state officials; and
4. organization information, including financial statements, audit, etc. (This item applies only to nongovernmental organizations.)

More information about the application requirements is provided in the Application Form Instructions section beginning on page 8. The application package should be delivered electronically to oocc.finance@maryland.gov. The subject of the email must state the name of the grant applicant and project name (e.g., “ABC Local Health Department: Public Awareness Project DEF”).

Application Evaluation

To evaluate these proposals, the OOCC will empanel a grants scoring committee comprised of parallel workgroups to score each eligible project. Committee membership will consist of OOCC staff and subject matter experts from various state agencies and nongovernmental organizations with experience responding to the opioid and substance use crisis. The Grants Scoring Committee will evaluate the proposals based on the following criteria:

1. **ALIGNS WITH THE INTER-AGENCY OPIOID COORDINATION PLAN.** The project aligns with one or more goals of the *Inter-Agency Opioid Coordination Plan*.
2. **PROVIDES A FULL PROJECT SUMMARY AND PROBLEM STATEMENT.** The project application provides a brief and clear summary of the project to be funded. Additionally, the problem statement section describes why the project is needed and identifies the most significant issues, problems, trends, or opportunities that will be addressed by the proposed project. Furthermore, the project statement describes the target population and adequately explains how the project will impact the target population.
3. **PROVIDES SPECIFIC AND MEASURABLE PROJECT GOALS AND OBJECTIVES AND PERFORMANCE INDICATORS.** These responses are specific, measurable, attainable, relevant, and time-bound. The goals, objectives, and performance measures correspond to the project for which funds are requested and are sufficient enough to justify the level of spending requested.
4. **PROVIDES A REASONABLE AND DETAILED TIMELINE.** The timeline contains key tasks required to successfully implement the project and person(s) responsible, target dates for completion, and timeframe for achieving objectives. The timeline suggests that all funds can be expended by June 30, 2022.

5. **PROVIDES A DETAILED SPEND PLAN.** The spend plan and budget provide adequate detail regarding each budget line item. The applicant adequately explains how each item in the spend plan is necessary to the project's overall success.
6. **PROVIDES A DETAILED PROJECT SUSTAINABILITY PLAN.** The applicant provides prospects for ongoing funding at the end of the grant period and approaches to be undertaken to secure future project funding.
7. **DEMONSTRATES FINANCIAL VIABILITY.** The organization has a proven record of success and is in sound financial standing, has adequate financial management systems, is capable of managing grant funds, and presents the strong likelihood of achieving the overall objective(s) of the grant proposal. All supporting documentation presented by the applicant supports its financial viability.

The grant review process has three tiers. OOC staff will perform an initial review to confirm that the application is complete in its entirety. Any applications that are considered incomplete will be removed from consideration by the Grants Scoring Committee. OOC's Grants Scoring Committee, after thoroughly reviewing and scoring each application, will then submit a recommendation to the Executive Director, who will make a final determination regarding the Committee's recommendation.

Funding Specifications

The anticipated period of performance is July 1, 2021 through June 30, 2022. The grant agreement between the OOC and grant recipient must be executed before the project may begin. All grant funds are generally awarded on a reimbursable basis, and there is no match required for this funding source.

A grant applicant may request funding ranging from \$5,000 to \$500,000. Historically, the OOC's individual grant awards average \$100,000-\$200,000. The grant award is for one fiscal year. Grant funds may be used for project staff salaries and fringe benefits, consultant fees, data collection and analysis, project-related travel, conferences, and office supplies and expenses. Grant funds may also be expended for a limited amount of essential equipment and minor infrastructure improvements required by the project. The OOC generally does not fund requests for major capital projects.

Grantees may subcontract with other organizations as appropriate to accomplish the goals of the project, and the role of the subcontractor organization should be explicit in the proposal with regard to achieving the fundamental goals and objectives of the project.

Grantees are not permitted to use funds under this program for the following purposes:

- 1) fundraising or lobbying;
- 2) pre-award costs;
- 3) to supplant existing local or federal funding;
- 4) depreciation expenses; and
- 5) costs related to food or meals for meetings, training, exercises, or similar events unless the following criteria are met:
 - a. meals must be a necessary part of a working meeting (or training) and integral to full participation in the business of the meeting (i.e., food/meals may not be taken elsewhere without attendees missing essential formal discussions, lectures, or speeches concerning the purpose of the meeting or training);
 - b. meals cannot be provided for regularly scheduled or standing meetings;
 - c. meal costs are not duplicated in per diem or subsistence allowances;

- d. meeting participants (majority) are traveling from a distance of more than 50 miles; and
- e. guest meals (i.e., meals for non-essential attendees) are excluded from the project budget.

Distribution of Funds and Reporting Requirements

The OCCC will distribute awarded funds to grantees on a quarterly-reimbursement-of-expenditures basis. Timely submission of a Quarterly Project Report and a Reimbursement Request with adequate supporting documentation is required. Reporting provides continuous program monitoring, aiding in the identification of successes and challenges that awardees encounter throughout the project period. The deadline for quarterly project reports is 30 days after the end of the prior quarter (e.g., October 30, January 30, April 30, and July 30). More information regarding the reporting requirements will follow after an award is made. Grantees may also be asked to participate in a site visit or desk review.

Technical Assistance

If an applicant has questions related to the application, please contact:

1. Danielle Holmes, OCCC Finance Director, at Danielle.holmes1@maryland.gov or
2. Khalil Cutair, OCCC Grants Program Administrator, at Khalil.cutair@maryland.gov.

Application Form Instructions

All applicants must use the application form provided in Appendix I. Please do not alter the format of this document unless permission is received from the OOC directly.

1. **Project Title:** The project title should be brief, precise, and should reflect what is being funded. For example, "Baltimore County Youth Prevention Program."
2. **Jurisdiction of Proposed Project:** Please use the drop-down to select the name of the jurisdiction. If the project benefits more than one jurisdiction, please select the jurisdiction which will benefit the greatest by this project.
3. **Applicant Organization:** Please provide the unit of local government, state agency, community-based entity, etc. that is eligible to apply for grant funds.
4. **Main Objective:** While the project may address more than one objective, please select the primary objective of the project: *Prevention & Education, Enforcement & Public Safety, or Treatment & Recovery.*
5. **Main Strategy:** Please select the primary strategy from the drop-down menu. These strategies are outlined in the [Inter-Agency Opioid Coordination Plan](#).
6. **Total Project Cost:** Please provide the total project cost (i.e., the requested award amount).
7. **Project Summary:** Please provide a brief summary about the applicant (non-governmental organizations only) and project. The project summary should provide a concise summary of the applicant and proposal and be limited to 150 words or less. Please use the following template:

The [Organization Name] was founded in [year] and [Provide description of general activity and/or mission]. [Organization Name]'s [Project Name] aims to [Indicate what the program proposes to do in general terms (e.g., reduce existing gaps in services, foster collaboration and cooperation among partner agencies and stakeholders, etc.)]. The program [1-2 sentences describing the program's main function and who the program benefits/serves.]. [The last sentence summarizes the budget items proposed to be funded.]

It is important to make clear in the project summary whether the project will help to support current operations or expand existing operations.

8. **Problem Statement/Needs Justification:** Briefly describe why the proposed project is needed and, therefore, is important to pursue. Identify the most significant issues, problems, trends, or opportunities that will be addressed via the proposed project.

Please also describe the number of individuals the program will target and provide a demographic description of the target community. This description must include information on race and ethnicity. Explain how the program will impact the target population.

9. **Program Goals and Objectives:** Define the central aim and principal goals of the proposed project. For each goal, define one to three key objectives. Each defined objective must be

SMART: (a) Specific (i.e., clear and unambiguous); (b) Measurable (i.e., observable and preferably enumerable, if feasible); (c) Attainable (i.e., realist and achievable); (d) Relevant (i.e., pertinent to stated purpose and scope of project); and (e) Time-Bound (i.e., have defined starting and end points).

FOR EXAMPLE: Goal 1: Decrease morbidity and mortality among people who use drugs in Baltimore City by operating a daytime drop-in center.

- a. Objective 1: From July 1, 2021 to June 30, 2022, operate drop-in center for 30 hours per week.
- b. Objective 2: From July 1, 2021 to June 30, 2022, maintain an average daily visitor rate of 30 people per day.
- c. Objective 3: From July 1, 2021 to June 30, 2022, make referrals for drop-in participants, including SUD treatment, wound care, primary care and HIV/Hep C treatment.
- d. Objective 4: From July 1, 2021 to June 30, 2022, conduct 500 overdose prevention trainings and distribute 1000 doses of naloxone.

10. Program Measurement/Performance Indicators: Identify at least one performance measure you will use to evaluate this project's success and the target for the fiscal year.

FOR EXAMPLE: Activity Type: Drop-in Center. Required Performance Measures and Targets:

- a. Number of drop-in operating hours per week: 30 (1,560 annually)
- b. Number of drop-in visits per week: 60 (3,120 annually)
- c. Number of individuals who receive case management services per month: 20 (240 annually)

Sample performance measures are also provided on page 4.

11. Timeline: Applicants must submit a detailed timeline/work plan. This timeline/work plan must include the following: (a) key tasks that must be carried out to implement the program successfully; (b) person(s) responsible for seeing that each task is completed within the proposed timeline; (c) target dates for task completion; and (d) timeframe for achieving objectives. A table format is suggested for this section.
12. Spend Plan Description: Clearly define the major categories contained in the budget and provide the basis for and defend (i.e., justify) cost projections in narrative form. Please also include a brief summary of any other grant opportunities which the organization may be seeking to support this project.
13. Program Sustainability Plan: Briefly describe how this program will be sustained financially in future fiscal years. The OOC's competitive grant awards are intended to be one-time sources of funds.
14. Applicant Signature: The application should be signed by the organization's authorized representative.
15. Signatures: Support of the project by the relevant local and/or state officials is an integral part of the application. It is advisable to give officials (i.e., signatories) a minimum of five to seven business days to review the proposal to allow for careful consideration of the project.

Importantly, it is the applicant's responsibility to submit the full application to the OOC by the application deadline. The required signatures are as follows:

- a. **Project Impacts One Jurisdiction:** Signatures or letters of support from the local health officer (or deputy health officer) OR local emergency manager (or deputy emergency manager) AND county executive or administrator (or equivalent).
 - i. For projects with a majority impact in Baltimore City, all requests for signature should be sent to Brittney Spencer, Director, Opioid Overdose Prevention, Baltimore City Health Department at Brittney.Spencer@baltimorecity.gov no later than April 16, 2021.
- b. **Project Impacts Two Jurisdictions:** Signature or letters of support from the local health officer (or deputy health officer) OR local emergency manager (or deputy emergency manager) AND county executive or administrator (or equivalent) from both jurisdictions.
- c. **Project Impacts Three or More Jurisdictions:** A signature or letter of support from the secretary of the relevant state agency (or designee).
 - i. For the Maryland Department of Health, please direct signature requests to Dr. Jinlene Chan, Acting Deputy Secretary for Public Health Services or to Dr. Aliya C. Jones, Deputy Secretary for Behavioral Health (depending on subject matter). Requests for Dr. Jones' signature should be sent to Iva Jean Smith at ivajeansmith@maryland.gov. Requests for Dr. Chan's signature should be sent to Christine Boyd, MPH, Overdose Data to Action Program Manager, Public Health Services at Christine.boyd@maryland.gov.
- d. **Projects Impacting Local School System:** If applicant is a local school system or the project involves working with school-aged students, a signature or letter of support is required from the local school superintendent. This signature is in addition to a., b., or c. (depending on project type).

Contact information for each of the above offices is available at the links below:

- Local Health Officers: <https://health.maryland.gov/Pages/departments.ASPX>
- Local Emergency Managers: <https://mema.maryland.gov/Pages/emmgrs.aspx>
- State Agency Secretaries:
<https://msa.maryland.gov/msa/mdmanual/09dept/html/00list.html>
- Local School Superintendents: <https://www.pssam.org/members.html>

16. **Checklists:** As indicated on page 5, all nongovernmental organizations are required to provide certain organizational information, including:
 - a. financial statements (profit & loss statement and balance sheet from prior fiscal/calendar year);
 - b. company description including the number of employees, EIN, and form of organization;
 - c. most recent financial audit (if audited);
 - d. Statement of Good Standing from the Maryland State Department of Assessments & Taxation;
 - e. copies of any licensures/certifications necessary to operate in the State of Maryland. Please also disclose any investigations that your organization may be undergoing (licensure or otherwise); and
 - f. Internal Revenue Service (IRS) nonprofit determination and IRS form 990 (if applicable).

With respect to item d. listed above, all organizations must be registered and in good standing with the Maryland State Department of Assessments and Taxation prior to submitting a grant application.

With respect to item e. listed above, all organizations must possess the certifications/licensures necessary for the organization to operate prior to submitting a grant application.

The documents referenced above (a. through f.) must be referenced in a single cover page acting as a table of contents.

17. Optional Documentation: Additional letters of support are welcome but not required.

Please note that it is of critical importance that the application be well written, clear, and concise. The application form may not exceed 10 pages single spaced in 11-point Calibri or 12-point Times New Roman font. The budget template and attachments specified in item 15 (above) are excluded from the 10-page limit.

Budget Template Instructions

All applicants must use the budget template provided in Appendix II.

1. Applicant Organization: This item should match the application form.
2. Project Title: This item should match the application form.
3. Date Submitted: Self-explanatory.
4. Columns
 - a. Object Number: This column is intended for use by local health departments only. Using the drop-down, please select the category that most closely aligns with the expense line item. If the applicant is not a local health department, please leave this row blank.
 - b. Grant Funds Requested: All numbers should be rounded to the nearest whole dollar.
 - c. Justification: Each budget line item must include a justification entry. The justification sections must contain brief statements (1 to 2 sentences per line item) that explain each line item and their relevance to the project goals and objectives. Do not state "See Goals and Objectives."
5. Rows
 - a. Salaries and Wages: The salaries for staff required to implement the project are listed in the personnel category. Timesheets must be maintained for all personnel included in the grant project. Additionally, please include an attachment with the name, title, job description, hours worked per week, and wage amount for all personnel included in this section of the budget.

FOR EXAMPLE: The justification for a sample salary line item is as follows: "The Community Outreach Trainer makes presentations at hospitals and other medical facilities. Annual salary is \$40,000. She will be devoting 25 percent of her time to this project. We are requesting $\$40,000 * .25 = \$10,000$ in grant funds to support her time on this project. Her hourly rate is \$19.23."
 - b. Fringe: Fringe benefits may not exceed 30 percent of reported salary costs.

FOR EXAMPLE: The justification for fringe benefits may be: "Fringe benefits @ 10 percent of salary. $\$10,000 * .10 = \$1,000$ for [Name of Employee]"
 - c. In-State Travel: Travel expenses may include mileage and/or other transportation costs, meals, and lodging consistent with the local jurisdictions travel regulations and cannot exceed the State of Maryland reimbursement rate specified below. For each line item entered, you must include a justification that ties that item to the activities described in your narrative.
 - i. Mileage maximum: \$.56 cents/mile as of 1/1/2021.
 - ii. Meal allowance/meal per diem must follow the state rate:
<https://dbm.maryland.gov/Pages/MealTipReimbursement.aspx>.

- d. Out-of-State Travel : Please refer to the instructions contained in item c. above.
- e. Equipment: Equipment is defined as having a useful life in excess of one year and a procurement cost of \$5,000 or more. Costs may include taxes, delivery, installation, and similarly related charges. The procurement process used must be consistent with the applicant's written procurement guidelines. If the applicant does not have written procurement guidelines, the applicant must refer to the State of Maryland Procurement Policy and Procedures, which includes the consideration of Minority Business Enterprises (MBE). An overview of Maryland Procurement may be accessed via the internet at: <http://www.michie.com/maryland>. (Double click "MARYLAND CODE", select "STATE FINANCES AND PROCUREMENT", select "TITLE 13: SOURCE SELECTION", select: "SUBTITLE 1, 2, 3, or 4" based on applicability.) Please include a description of the equipment, quantity, and unit cost as an attachment to the budget template.
- f. Materials & Supplies: Please include a description of the materials/supplies, quantity, and unit cost as an attachment to this budget.
- g. Trainings/Development: Please provide a description and justification for any training activities that are noted in the application form.
- h. Contractual Services: Please specify the vendor name in the justification section of this document. Each vendor should be listed on a separate row.
- i. Other: Include all other anticipated expenditures which are not included in the previous categories (e.g., registration fees). For each line item entered, you must include a justification that ties that item to the activities described in your application.
- j. Total Direct Costs: This item should be automatically calculated. However, if additional rows have been entered, please double check that this number totals correctly.
- k. Total Indirect Costs: Indirect costs may not exceed 10 percent of direct project costs. However, a higher indirect cost rate may be accepted if the applicant has a current (unexpired) federally approved indirect cost rate. An applicant that possesses a current (unexpired) federally approved indirect cost rate must attach a copy of the indirect cost rate agreement to this application. Indirect is calculated on personnel, operating, travel, and other, up to \$25,000. Equipment that has a unit cost of \$5,000 or more must be excluded from the indirect cost calculation.
- l. Total Project Costs: This row is set up to automatically sum total direct and indirect costs. This total project cost amount should equal the grant amount requested on page 1 of the application form.

IMPORTANT NOTE: For each line item entered, you must include a justification that ties that item to the activities described in your narrative.

Frequently Asked Questions

1. Is there a limit to the number of applications that can be submitted by a single entity?

No. There is no limit to the number of applications that may be submitted by a single entity.

2. Who is eligible to apply?

The following entities are eligible to apply:

- a. state agencies;
- b. local governments (including local school systems); and
- c. community-based organizations.

3. How does the Competitive Grant Program differ from the Block Grant Program?

The OCCC awards nearly \$10 million in crisis funding each year. In fiscal year 2022, \$4 million of these crisis funds will be allocated as block grants to Opioid Intervention Teams (OITs) in Maryland's 24 jurisdictions. These grants are formula-driven based on impact.

The balance of the OCCC's crisis-fund budget will be used to provide grants to other state agencies, local governments, and private, community-based programs through the Competitive Grant Program and to support the OCCC's operating budget.

4. Is there a minimum or maximum amount for awards?

A grant applicant may request funding ranging from \$5,000 to \$500,000. Historically, the OCCC's individual grant awards average \$100,000-\$200,000.

5. How many years can a grant submission cover?

Applicants must submit a proposal for one year that aligns with the State Fiscal Year (July 1 – June 30).

6. How many awards will be made through the Competitive Grant Program in FY2022?

The OCCC has approximately \$5 million available to award in competitive grant funding in FY2022. In FY2021, the OCCC made approximately 50 awards with an average award of roughly \$100,000-\$200,000.

7. Can programs be funded across multiple areas of focus?

While it is understood that some proposals could be considered as addressing multiple categories (e.g., *Prevention & Education* and *Treatment & Recovery*), applicants are encouraged to select the primary area of focus on the grant application form.

8. How may a grant applicant enhance its project application?

It is advisable that organizations include letters of support with their project application submission, though it is not required. (The letters of support are excluded from the 10-page limit.)

9. Does the full grant award need to be expended before the end of FY2022 (i.e., June 30, 2022)?

Yes. The OCCC's funds are General Funds and must be expended before the end of the fiscal year.

10. What are the characteristics of a sustainability plan?

Examples of sustainability plans have included (but are not limited to) the following: (1) commitment by a hospital partner or private foundation to provide post-award funding; (2) development of the ability to bill third-party payers for services provided; and/or (3) development of the ability to sustain employment of staff members hired for the program.

11. Is a specific amount or percentage of matching funds required?

There is no specific amount or percentage of matching funding required.

12. What are indirect costs?

Indirect costs include items that are associated with running the organization as a whole and benefit more than one project/program. Allowable indirect costs include items such as administrative staff salaries, rent, office supplies, insurance, etc.

13. What is the difference between the following grant application questions: “Program Goals and Objectives” and “Program Measurement/Performance Indicators”?

A program goal describes the overarching aim of the program. For instance, the goal of an employee overdose prevention training program is to ensure employees are prepared to respond to overdoses by training 100 percent of employees in overdose prevention within 12 months. This is a S.M.A.R.T. program goal. A Program Measurement/Performance Indicator instead describes the progress the program is making toward that goal (e.g., number and/or percentage of employees who have completed the overdose training program during each quarter).

14. When is the grant application deadline?

The deadline to submit the full grant application package for FY2022 is Friday, April 30, 2021 at 5:00 P.M. The entire package must be received by this deadline. **No late or incomplete applications will be accepted.**

15. To whom should grant applicants direct questions about the grant application?

If an applicant has questions related to the application, please contact Danielle Holmes, OCCC Finance Director, at Danielle.holmes1@maryland.gov or Khalil Cutair, OCCC Grants Program Administrator, at Khalil.cutair@maryland.gov.