

MOSS

MAINE OPIOID
SETTLEMENT
SUPPORT CENTER

Road Map to Success

Collaborating to Support
Settlement Spending that Impacts
the Opioid Crisis in Maine
Communities.

Presenters:

M. Lindsey Smith, PhD, MOSS Center

Jennah Godo, MS, MOSS Center

Kari Taylor, Oxford County

Mark Glovin, City of Rockland

LeeAnna Lavoie, Franklin County

**SU
RE** Substance Use
Research
& Evaluation
University of Southern Maine

CATHERINE
**CUTLER
INSTITUTE**

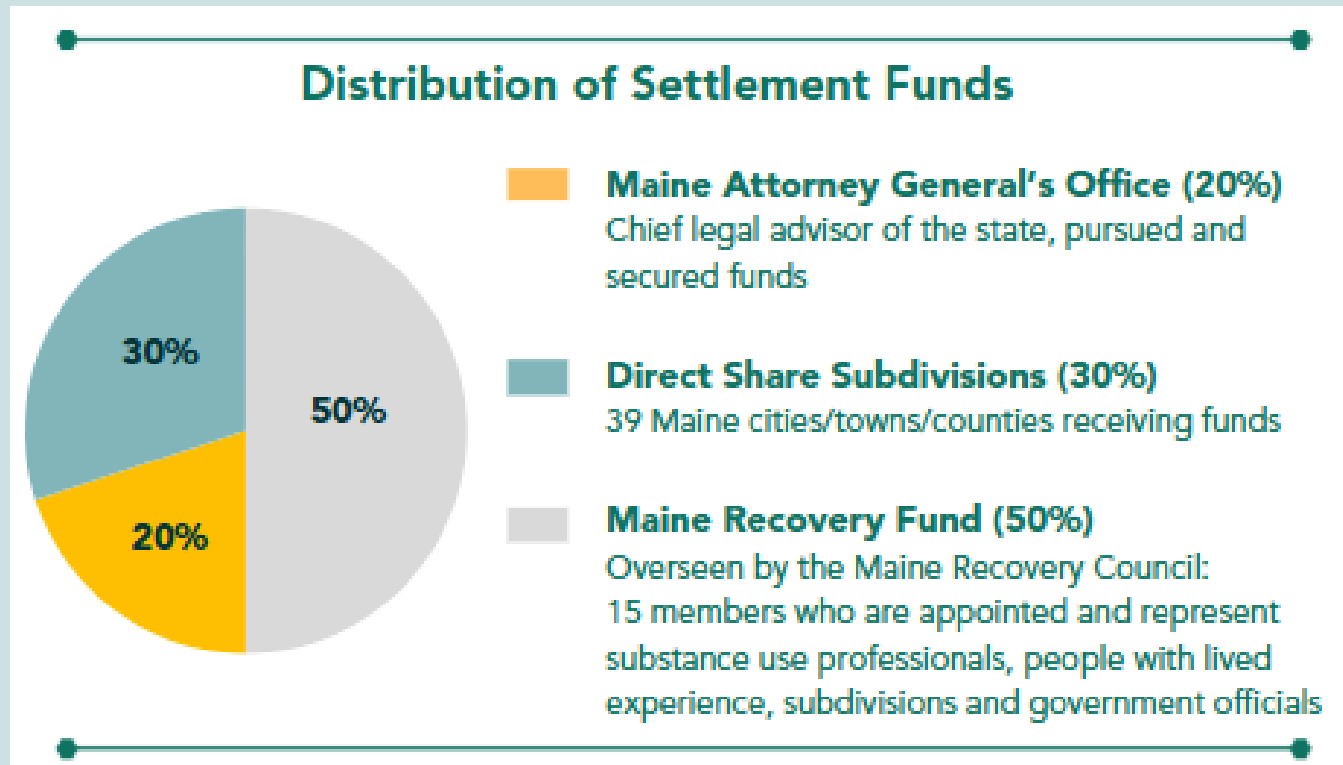
Disclosure

This activity has been planned and implemented in accordance with the accreditation requirements and policies of the Accreditation Council for Continuing Medical Education (ACCME) through the joint providership of the Hanley Center for Health Leadership and Education and ADEPT Educational Institute. The Hanley Center for Health Leadership and Education is accredited by the Maine Medical Association Committee on Continuing Medical Education and Accreditation to provide continuing medical education for physicians.

Disclosure Statement

None of the individuals in control of content for this activity have relevant financial relationships with ineligible companies to disclose.

Maine Settlement Funding



The MOSS Center is funded through a portion of this 20%.

We are a nonpartisan centralized source of information and support.

Who We Are

- A team of experts that are passionate about improving the health and well-being of individuals and communities impacted by substance use.
- We have decades of community outreach and engagement experience, along with monitoring and evaluation expertise which we leverage to support subdivisions statewide.



The MOSS Center Mission

To expand the capacity of Maine communities to use data-driven, evidence-based strategies to address the opioid epidemic by providing consultation, resources, training and technical assistance.



Our Goal

We aim to be supportive and meet communities ***where they are*** in their process to effectively spend opioid settlement funds to improve the alignment, coordination, impact, and sustainability of opioid settlement-funded programs.



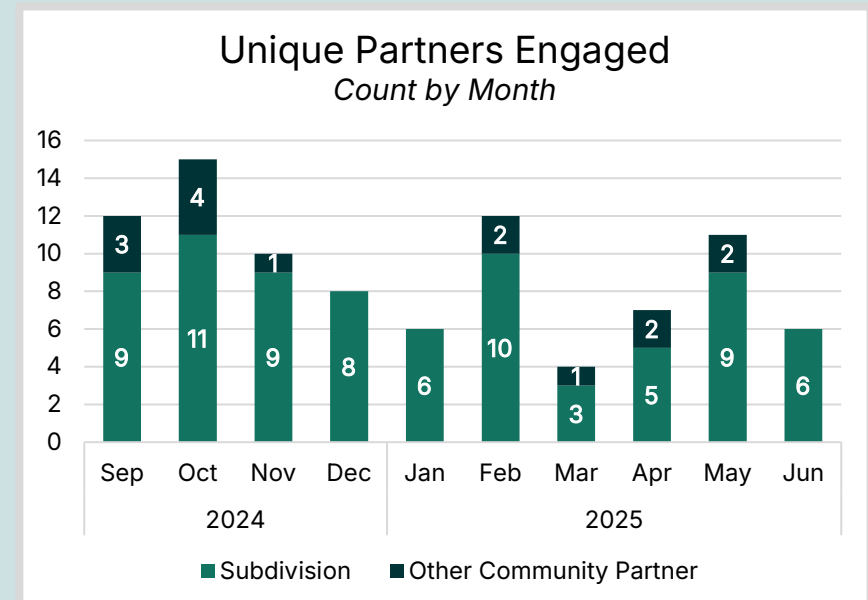
Summary of MOSS Center Year 1 Activities



Our Work

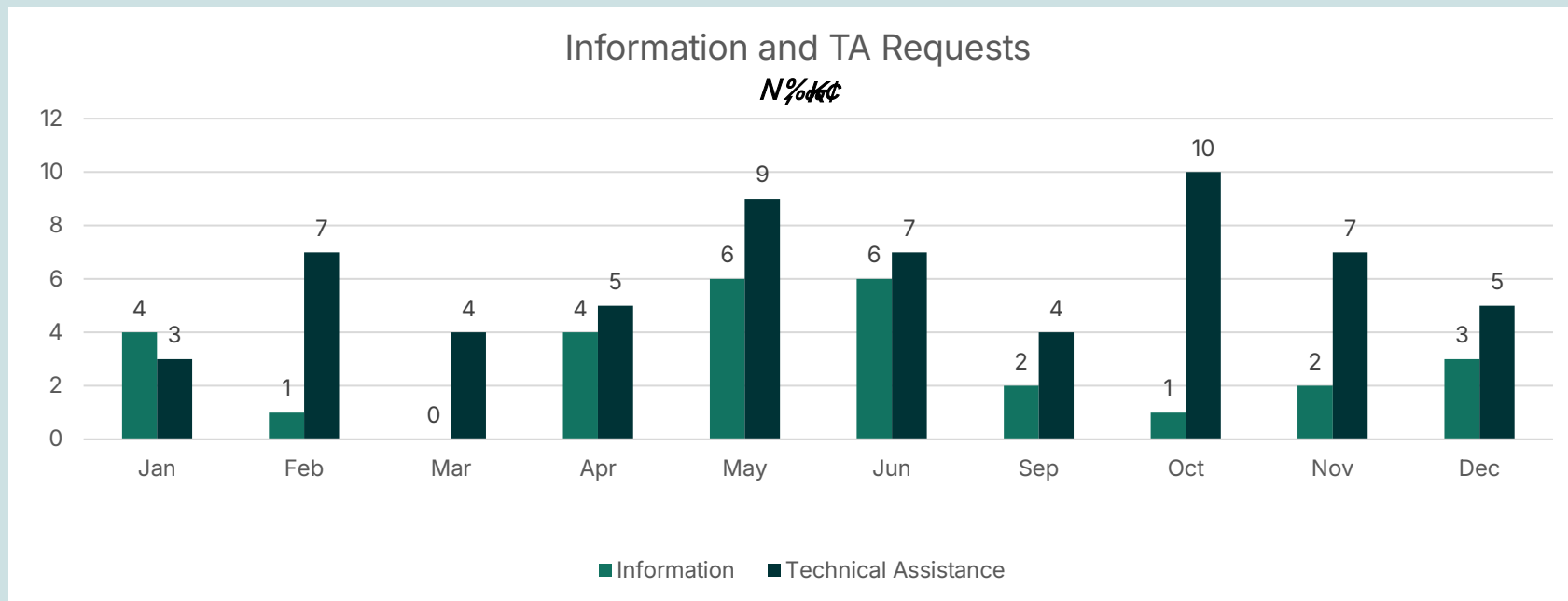
July 2024- June 2025:

- Center initial Outreach activities to subdivisions began end of August.
- **Of the 39 subdivisions, 90% (n=35) have engaged with the MOSS Center**
 - Those we are actively engaged with info/TA in the past 3 months (n=11)
 - Those we have met with and provided support to, but aren't currently supporting (n=18)
 - Those we connected with, have not received support, & currently do not need our services- for a variety of reasons (n=6)
 - Those we have yet to successfully connect with currently (n= 4)
- 90 Technical Assistance or Information requests completed



Our Work

Since the MOSS Center first began fulfilling information and technical assistance (TA) requests in September of 2024, we have completed 29 information requests and 55 TA requests for subdivisions throughout Maine.

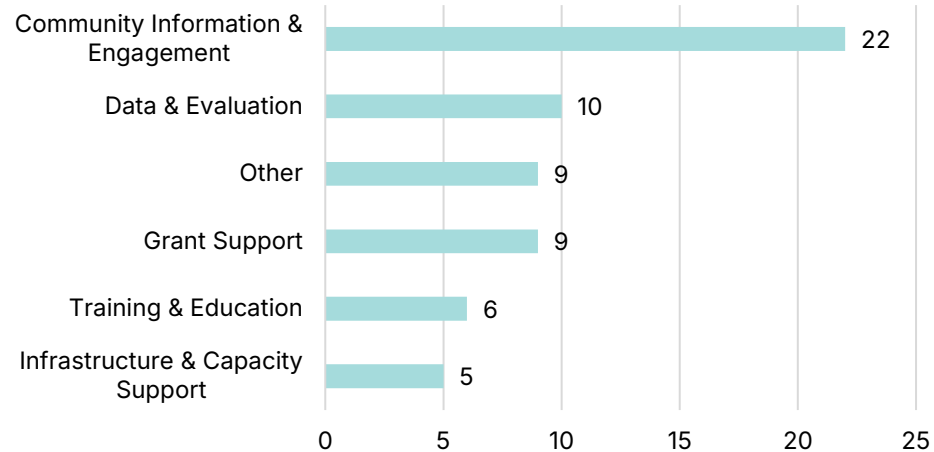


Our Work

Many subdivisions are still establishing infrastructure and capacity to manage opioid settlement funds. As a result, most year-one Center information and TA requests focused on identifying community needs, supporting engagement, building capacity, aiding grantmaking, and helping with data tracking and evaluation.

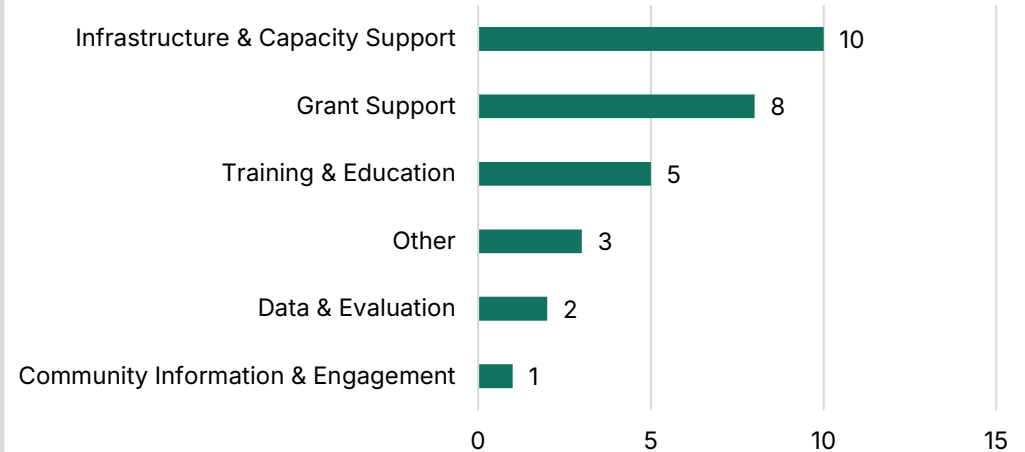
Technical Assistance Requests

N=100



Information Requests

N=100



Samples of Work

The Opioid Settlement Funds

A Quick Guide

What are the Opioid Settlements?

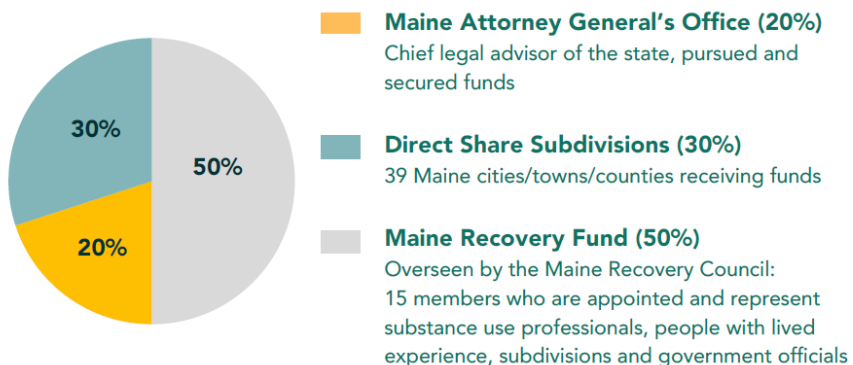
1990's: Pharmaceutical companies falsely advertised opioids as non-addictive, fueling the opioid crisis.

2021: States and local subdivisions across the country sued the major companies that made, distributed, and advertised opioids as non-addictive. The country was able to reach a settlement agreement.

2022-2038: Maine is expected to gradually receive \$230 million allocated between the Maine Attorney General's Office, Maine Recovery Council, and local subdivisions to address the opioid crisis throughout communities in Maine.

The opioid settlements refer to payments from opioid manufacturers, distributors, and pharmacies to settle various lawsuits against their companies across the US.

Distribution of Settlement Funds



Funding comes with evidence-based guidance to ensure it is used to address opioid misuse and overdose. Efforts to reduce opioid use fall into 4 categories:

Prevention Harm Reduction Treatment Recovery



Opioid Settlement Funds

Policy Template-Spending Priorities and Process Explanation

Overview

This policy template has been designed to support subdivisions in formalizing operations, priorities, and sharing their processes for Opioid Settlement Fund spending oversight. The template provides an opportunity to determine and explain pillars and spending priorities for your specific community and share how the subdivision has made spending decisions with the public.

Please see below for instructions and additional context to be considered for this document.

Instructions:

Fill in your subdivision information in the sections highlighted yellow throughout the document. Edit the template to fit your subdivisions needs as necessary. After necessary changes have been made, please feel free to contact MaineOpioidSUDCenter@maine.edu to have it transferred from a Microsoft Word document to an editable PDF file.

Contextual Notes

Title

- Please rename the document to fit your subdivision.

Section II: Spending Priorities

- You may pick one/all/some: based on the assessment of your community needs and amount of funds received, you may choose to focus on one, some, or all the spending pillars (prevention, harm reduction, treatment, recovery.).

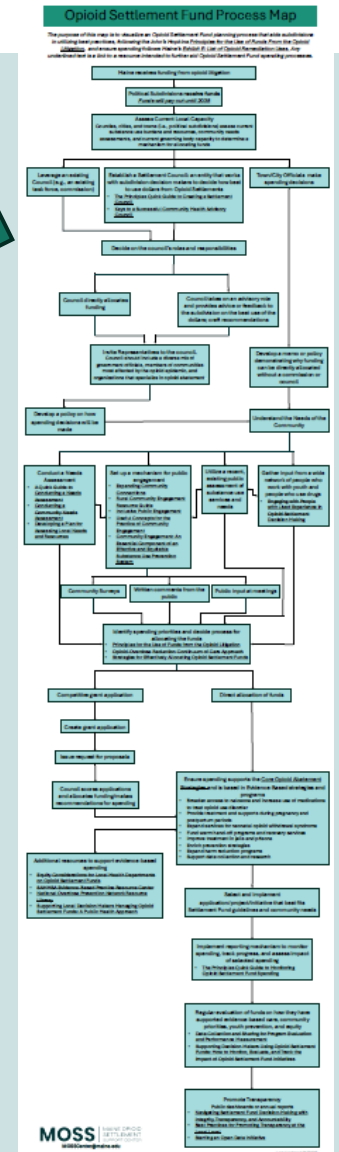
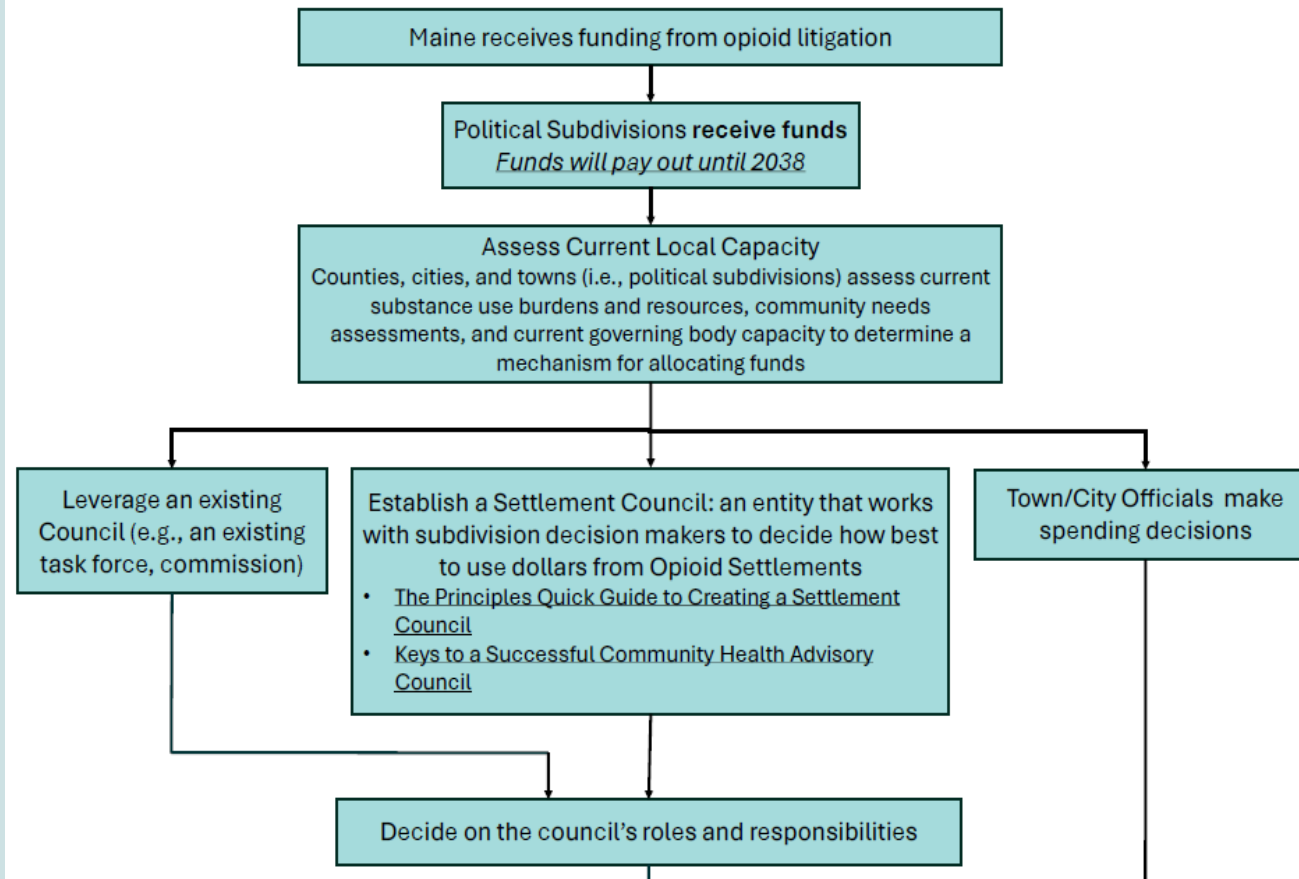
Section III: Process

- Consider explaining the process that was used to determine spending priorities: To follow best practices to engage with the community and promote

Process Map

Opioid Settlement Fund Process Map

The purpose of this map is to visualize an Opioid Settlement Fund planning process that aids subdivisions in utilizing best practices, following the [John's Hopkins Principles for the Use of Funds From the Opioid Litigation](#), and ensure spending follows Maine's [Exhibit E: List of Opioid Remediation Uses](#). Any underlined text is a link to a resource intended to further aid Opioid Settlement Fund spending processes.



Partnerships



The Center focuses on collaborating with communities throughout the state to provide support as they work to distribute opioid settlement funds.

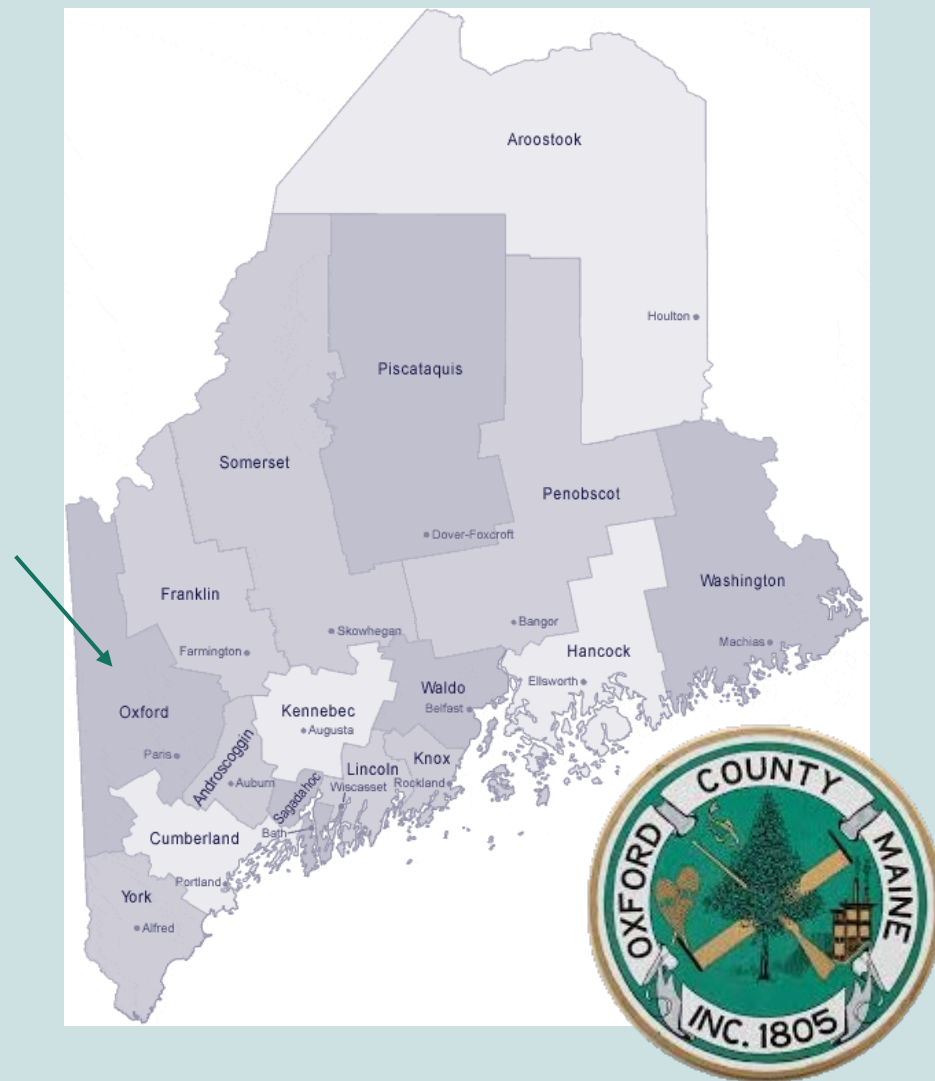
Some examples of these partnerships include:

Oxford County- Education

City of Rockland- Community Engagement

Franklin County- Grant Process

Oxford County: Education



Oxford County

- Large, rural region in western Maine
- Tight-knit communities of small towns and unorganized territories
- Persistent challenges related to poverty, transportation and access to health care.
- Social and economic factors contribute directly to substance use vulnerability
- Impact of epidemic has been deeply felt in every corner of the county
- Despite limited infrastructure- strong networks of those working in the spaces of prevention, harm reduction, treatment and recovery.



Oxford County

- Formation of the Committee
- Committee Membership
- Recognizing the Need for Education
- Collaboration with the MOSS Center
- Guidance on the Grant Process
- Current Work and What's Next



Oxford County- Education

4 Pillars of Maine Opioid Settlement Fund Spending

Recovery

Prevention • Harm Reduction • Treatment • Recovery



Recovery is a process of change where people improve their health, live self directed lives, and strive towards their full potential. Recovery is unique to each person.

10 Guiding Principles of Recovery

Hope Believing recovery is possible is the catalyst of the process.	Relational Recovery is supported through relationships and social networks.
Person-Driven Individuals lead, control, and implement their own recovery journey.	Culture An individuals culture and background are key in determining their pathway to recovery.
Many Pathways An individuals strengths, needs, experiences, culture, and resources drive their unique recovery pathway.	Addresses Trauma Services and supports should foster safety and trust, promote choice, empowerment, and collaboration, and be trauma-informed.
Strengths/Responsibility Individuals, families, and communities all have roles and responsibilities to support recovery.	Holistic Recovery addresses a person's whole life, mind, body, spirit, and community.
Peer Support Provides a sense of belonging, resources, valued roles, and supportive relationships.	Respect Community, systemic, and societal acceptance and appreciation for people affected by substance use is crucial in achieving recovery.

Substance Abuse and Mental Health Services Administration, "10 Guiding Principles of Recovery," samhsa.gov

MOSS MAINE OPIOID SETTLEMENT SUPPORT CENTER
MOSSCenter@maine.edu

The MOSS Center is here to help those receiving funds by identifying needs, sharing information, connecting with partners, promoting best practices, and evaluating efforts.

With support from Maine Attorney General Aaron M. Frey's office, our services are no cost.

4 Pillars of Maine Opioid Settlement Fund Spending

Substance Use Treatment

Prevention • Harm Reduction • Treatment • Recovery



Treatment refers to a range of medical, therapeutic, and support services designed to help individuals who are struggling with substance use disorders to safely manage withdrawal symptoms and build skills to stay safe and sober.

library.samhsa.gov

Options for Treatment Include:

Withdrawal Management The medical and psychological care of patients who are experiencing withdrawal symptoms as a result of stopping or reducing use of their drug of dependence. www.ncbtlm.nih.gov	Residential Treatment 24 hour support in a drug-free, non-hospital setting. This type of treatment is highly structured and includes group and individual therapy, education, and medical monitoring. americanaddictioncenters.org
Outpatient Programs Treatment designed to help individuals recover from substance use while living at home. Outpatient programs can include counseling, education, medication, and supportive services. pmc.ncbi.nlm.nih.gov	Medication for Opioid Use Disorder Medication that supports substance use treatment. Evidence-based, FDA approved medications for opioid use disorder include methadone, buprenorphine, and naltrexone. www.samhsa.gov

There is no "one size fits all" approach to substance use treatment, a range of evidence-based treatment options is essential.

www.psychologytoday.com

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4 Pillars of Maine Opioid Settlement Fund Spending

Substance Use Prevention

Prevention • Harm Reduction • Treatment • Recovery



Substance use prevention activities work to educate and support individuals and communities to prevent the use and misuse of drugs and the development of substance use disorders (SUDs). These activities are key in reducing the impact of substance use.

www.samhsa.gov

Reduce Early Use Nearly 1/2 of those with substance use disorders started using before age 14 . opiodprinciples.hopgh.edu	Positive Return on Investment Spending in prevention efforts can yield savings across behavioral health, public safety, criminal justice, and education systems. rda.ny.gov	Reduce Other Outcomes Including low educational status, unintended parenthood, unemployment, and risk of death. opiodprinciples.hopgh.edu
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Prevention Activity Examples

Campaigns Evidence-based messaging through media and other communication channels.	Family Engagement At home education, support, and skills building to prevent substance misuse	Policy Governmental action or regulation to prevent the development of SUD.
Community Programs Educate groups in workplaces, medical centers, and other community settings.	School Based Programs Initiatives aimed to provide information and skills to prevent substance misuse in youth.	

Substance Abuse and Mental Health Services Administration, "Focus on Prevention," samhsa.gov

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4 Pillars of Maine Opioid Settlement Fund Spending

Harm Reduction

Prevention • Harm Reduction • Treatment • Recovery



Harm reduction includes evidence based policies, programs, and practices that **reduce drug use risks** like disease transmission and overdose by providing stigma-free care specific to the needs of people who use drugs.

REDUCE stigma	IMPROVE access to treatment	LOWER risk
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Harm reduction empowers people who use drugs (and their families) with the choice to live healthy, self-directed, and purpose-filled lives.

Harm Reduction Strategies Include:

HIV, STI, and Hepatitis C Testing	Overdose Prevention and Reversal Education and Nalcan
Create Philosophy of Hope and Healing	Linkage to Care
Syringe Service Program/Harm Reduction Supplies	Drug Checking Fentanyl Test Strips Xylazine Test Strips

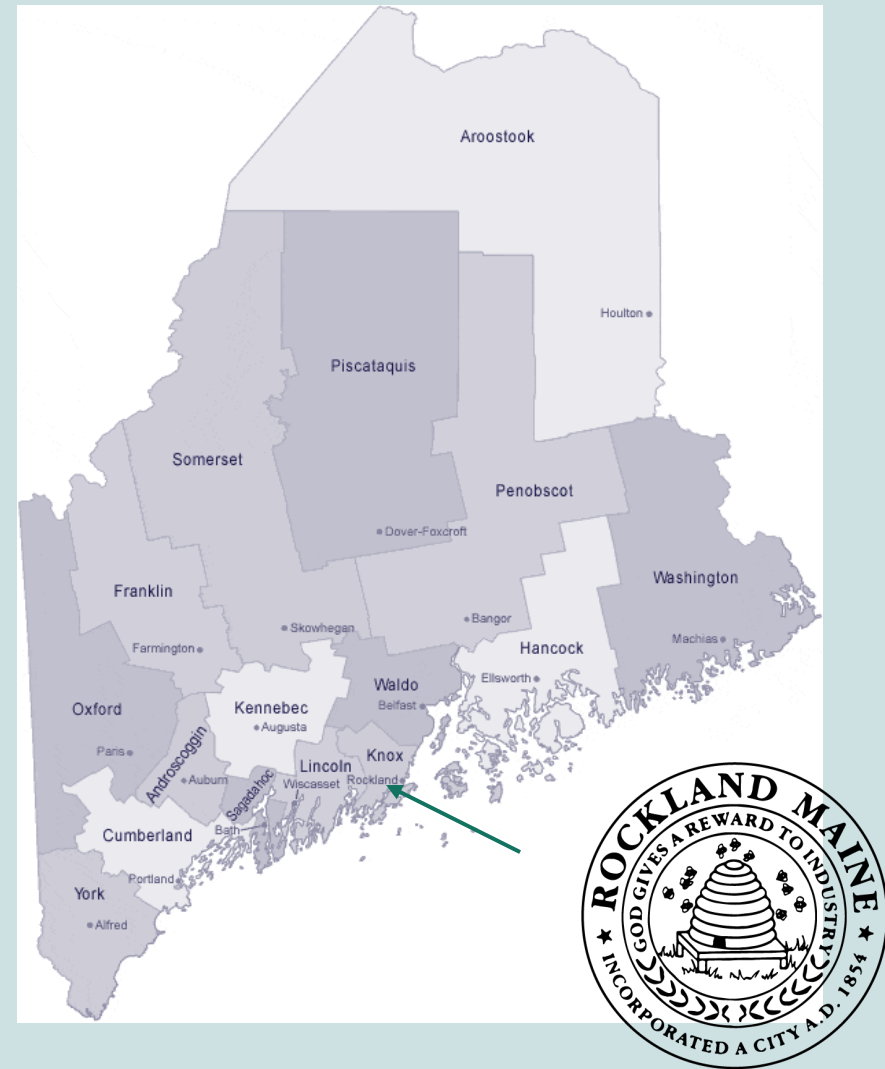
Substance Abuse and Mental Health Services Administration, "Harm Reduction," samhsa.gov

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City of Rockland: Community Engagement



City of Rockland

- City with a population of around 7,000.
- The city is known for its lobster fishing industry, historic roots, and vibrant arts scene
- In a recent community survey, 66% of respondents said that had been affected by opioids
- Community members have expressed need for recovery supports including housing & employment opportunities
- Community has highlighted a strong support for prevention, with a focus on youth, sober friendly events



City of Rockland – Community Engagement

First municipality to use participatory budgeting process for settlement funds

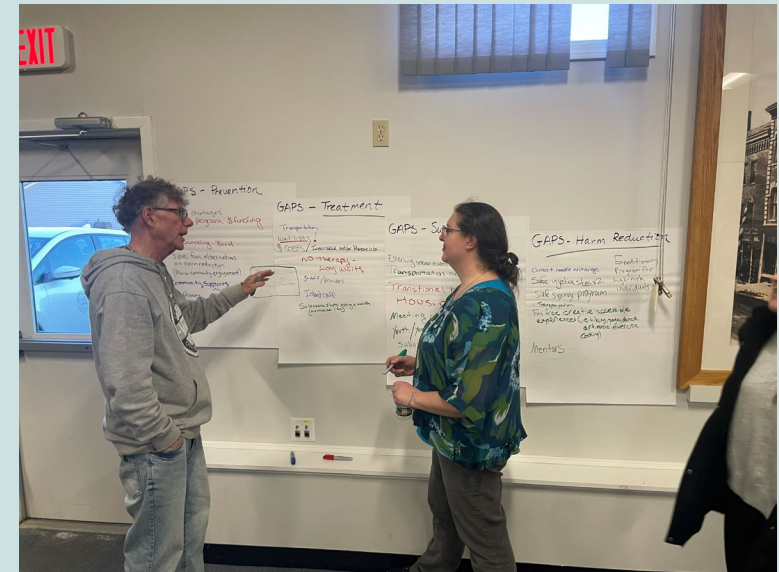
- City Council created committee composed of different stakeholders, all with some vested interest
- Quickly realized community engagement was the key to unlocking healthy informed process
- Emphasized we aren't deciders or gatekeepers but facilitators of process



City of Rockland - Challenge

Designed and implemented process at the same time.

- Started with a needs assessment through survey
- Emphasized how pervasive the issue was % of lives impacted by opioid crisis
- Learned gaps in Rockland community's knowledge
- No widespread comprehension of harm reduction
- Learned our limitations and leaned into support from Moss Center



City of Rockland – Our Process

- Initial Survey
- Community Workshop to teach Continuum of Recovery and introduction to agencies
- RFP Process
- Community workshop to present vetted proposals
- Community Vote



Rockland Opioid Settlement Participatory Budget Committee
Community Workshop Activity Results
(4/16/25)

Pre-Presentation Survey

The goal of this interactive Mentimeter survey was to establish if the audience was familiar with the Opioid Settlement funds coming to their community, and gauge how confident they were in their understanding of the 4 recommended pillars of spending (prevention, harm reduction, treatment/active recovery, sustained recovery).

Of the 13 survey participants, key take aways from this survey include:

- 100% had heard about the Opioid Settlement funds before this workshop
- 85% report that they knew what the 4 pillars of spending were.
- 100% were very/somewhat confident in their understanding of substance use prevention.
- 92% were very/somewhat confident in their understanding of harm reduction.
- 85% were very/somewhat confident in their understanding of treatment/active recovery.
- 77% were very/somewhat confident in their understanding of sustained recovery.

Post-Presentation Survey

The goal of this interactive Mentimeter survey is to measure how confident community members are about their understanding of the 4 pillars of spending after the community workshop and to ask community members how they would prioritize spending in those 4 pillars for the Rockland community.

Of the 15 survey participants, key take aways include:

- 100% were very/somewhat confident in their understanding of substance use prevention and harm reduction.
- 93% were very/somewhat confident in their understanding of treatment/active recovery and sustained recovery.

City of Rockland Opioid Settlement Participatory Budget Committee Grant Application Information and Instructions

I. Executive Summary

The City of Rockland Opioid Settlement Participatory Budget Committee (OSPBC) is accepting applications for calendar year (CY) 2025 Opioid Settlement Fund applications. This grant application process is how the OSPBC will select projects to be presented to the City of Rockland for a public vote. This funding opportunity will advance the OSPBC's overall goal of reducing OUD/SUD-related morbidity and mortality by strengthening and expanding SUD/ODU prevention, harm reduction, treatment, and recovery service capacity in our region.

Table 1: Overview of Grant Application

Funding Opportunity Title	Rockland Opioid Settlement Funds 2025
Due Date for Applications	May 14th, 2025
Contact for Inquiries	Mark Glovin- rocklandospbc@gmail.com
Anticipated Total Available for CY2025 Funding	\$36,000
Estimated Number and Type of Awards	Varied based upon submission
Estimated Individual Award Amount	Varied based upon submission
Period of Performance	1 year
Eligible Applicants	Maine-based organizations providing services in Rockland who are public or private entities, nonprofit or for-profit, domestic faith-based and community-based organizations, educational institutions, tribes, and tribal organizations are eligible to apply. Independent contractor proposals will also be accepted.

City of Rockland – Partnership & What Comes Next

Empowerment

- MOSS Center met us where we were at
- Helped us discern our process and path forward
- Named Best Practices
- Distilled what we imagined into what was possible
- Provided technical skill and resources to create something real out of what was possible
- Vote ends in August, then we start a new cycle
- Helped us build a durable, sustainable process

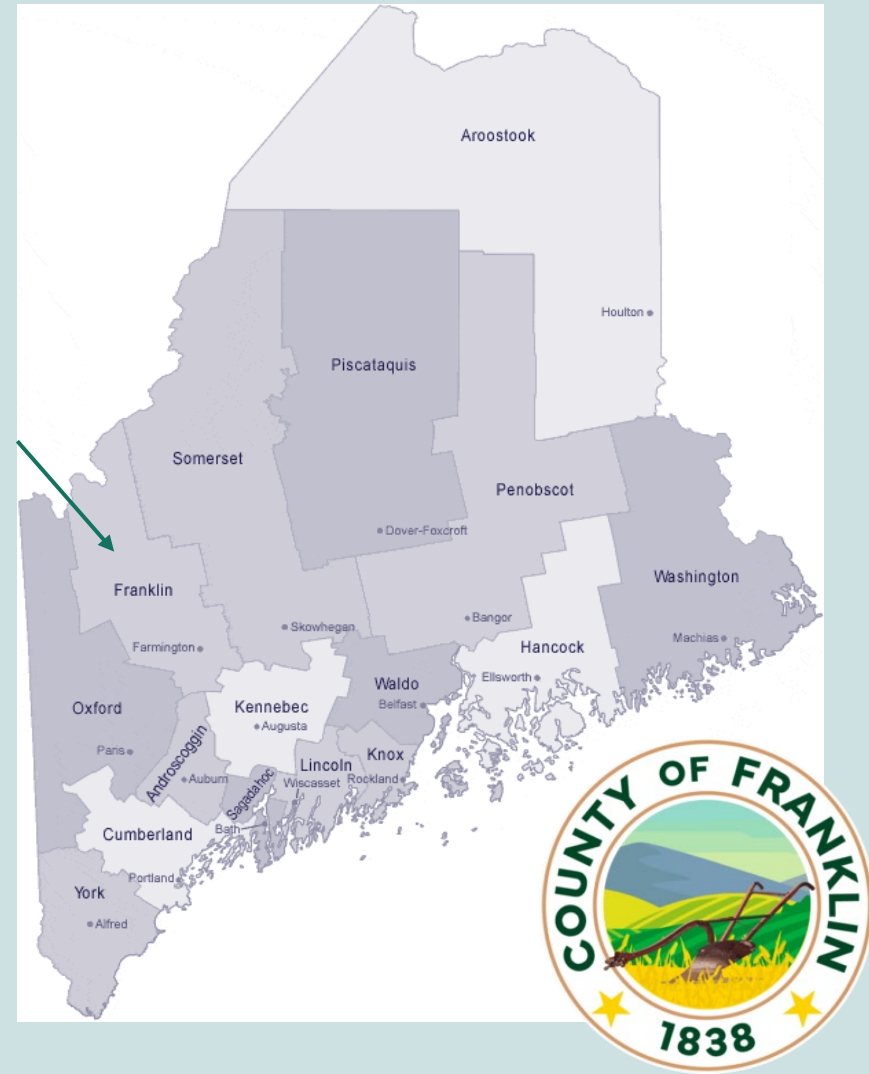
Rockland Opioid Settlement Fund Public Vote 2025

Welcome to the Rockland Opioid Settlement Fund Voting Form! The City of Rockland Council opted to make decisions regarding the spending of these funds via an informal resident vote. **You must be a resident of Rockland to participate in this vote.**

The Opioid Settlement Participatory Budget Committee (OSPBC) went through a process of educating the public, receiving and scoring grant applications, and is now bringing the vote for how Opioid Settlement Funds (currently \$36,000) should be spent in Rockland to the community.

Before voting, we request that you review the [Rockland Opioid Settlement Fund Voting Overview](#).

Franklin County: Grant Process



Franklin County

- Population: ~ 30,000
- Cultural distinction among social classes, and deep-rooted generational poverty across the region.
- Social needs: isolation, inadequate transportation, childhood trauma and adolescent hopelessness.
- Economic hardship is one of this region's most critical issues and is a contributor to the rural opioid crisis.
- Limited services and treatment programs.



FC Opioid Settlement Committee Timeline

Formed Committee - 2023

Commissioners approved formation of committee with multi sector representation.
Committee members selected by commissioners

Funded Two Community Partners

Western Maine CAP
Kennebec Behavioral Health – Recovery Coaching services

Launched new application process – April 2025

Applications closed end of June 2025
Received XX applications
Review in process

Developed Application Process

Created application and review process
Launched application

Revamped Committee and application process -2025

Updated committee members process, by-laws and ground rules, partnered with the MOSS center

Created online application, simplified, updated scoring rubric

Franklin County Opioid Planning Grant secured – June 2025

MRC funded FC to complete a needs assessment with the goal of providing recommendations to the State and Franklin County Committees on how the funds can best be used.

Franklin County Opioid Committee:

Members and Staff

Members

- Commissioner Saviello, Chair
- Stacy Austin, Recovery Coach Supervisor, KBH
- Ryan Close, Sgt, Franklin Sheriff Office
- LeeAnna Lavoie, Director, Healthy Community Coalition, MaineHealth

Franklin County Staff

- Sue Pratt, Facilitator
- Jamie Sullivan, Administrative Assistant

Funding Process



Commissioners approve funding amount allocated for funding for each round



Completed applications are reviewed and scored by the committee



Committee uses objective rubric to score each application individually



Committee meets and reviews rubrics and votes accordingly using consensus voting



Committee brings recommendations to fund or not to fund to the commissioners for vote



Funded organizations will complete a bi-annual program report to the Commissioners

Opioid Committee Meeting Ground Rules:

1. Arrive on time and plan to stay for entire meeting.
2. Have reviewed all meeting materials and come prepared to discuss.
3. Be concise, stay on topic
4. No disruptions, phone, email, text, or side conversations.
5. Ask clarifying questions if you don't understand
6. Value all input from members
7. Demonstrate mutual respect, no criticism of a person's ideas
8. If you disagree, propose a solution to the decision.
9. Respect the confidentiality of the discussion, applications, and vote.
10. Have fun / use humor appropriately.

Opioid Settlement Advisory Committee

Bylaws -Draft 2024

Purpose: This volunteer committee's primary objective is to review proposed projects based on the Maine State Attorney General's office Principles for the Use of Funds from the Opioid Litigation and to make recommendations on project approval to the Franklin County Commissioners. The expectation is the Committee will meet quarterly as needed to review applications.

Information: Franklin County has or is to receive roughly 1.3 million dollars in settlement funds of the next 18 years. These funds come from litigation settlements with drug manufacturers and drug distributors (i.e., CVS, Walgreens, Walmart). These funds are to be used in treating, preventing, and educating in an "evidence based" approach outlined by the Maine Attorney Generals website. All members will familiarize themselves with the Principles for the Use of Funds from the Opioid Litigation and make decisions based on this guidance as well as the impact the project will have on Franklin County.

Members: The volunteer Committee will consist of up to 5 member of the public that have experience in providing recovery services or in opioid recovery in Franklin County. Two additional members will be from County Government; one will be a Franklin County Commissioner or his/ her designee, and the Franklin County Sheriff or his/her designee. All members who file a volunteer opioid committee application will be interviewed by the Franklin County Commissioners in executive session, and selected members will be appointed by the Franklin County Commissioners at an open and public Commissioner's Meeting.

Roles and Duties: The Opioid Committee will be chaired by a non-voting facilitator. The committee will review application in accordance with the AG's office Principle's for the Use of Funds from the Opioid Litigation guidance. The projects will be reviewed and scored by the committee, and a recommendation will be forwarded to the Franklin County Commissioners for approval of funding at a regular meeting. If a committee member is associated with an organization that is submitting a project and they had any part in the application, the committee member shall recuse themselves from that round of reviewing applications. No committee members may write an application for funding.

Created Documents

...however they will be reviewed on a quarterly basis for any applications. If no new applications are received, no consideration of applications

Scoring Rubric

- Sections:
 - Lead Organization Description and Project Personnel
 - Project Description
 - Priority Population and Geographic Area
 - Project Timeline
 - Scope of Work
 - Sustainability
 - Budget

- Rating system
 - 5 – Exemplary
 - 4 – Good
 - 3 – Satisfactory
 - 2 – Needs improvement
 - 1 – Poor

Example of Rating

- Lead Organization Description and Project Personnel

- 5- Exemplary
 - Description is exceptionally clear and describes the organization's mission, structure, and experience in working with substance use disorder. Project personnel have clear roles and are qualified to complete the necessary work. There is clear evidence that the organization has the capacity to successfully implement the grant. Description is cohesive, precise, and aligns with grant goals.
- 4-Good
 - Organization description is organized and has a clear overview of the organization's mission, structure, and experience working with substance use disorder. Project personnel have outlined roles and are qualified but are lacking some detail. Description generally supports the organization's capacity to implement the grant but may have minor gaps in clarity or detail.
- 3-Satisfactory
 - The description is somewhat clear but lacks detail. Mission and structure are identifiable but there is limited discussion of the organization's experience in working with substance use disorder. There is a limited description of project personnel's roles and responsibilities. Though the description provides basic understanding of the organization, there are questions regarding the organization's ability to implement the grant or may lack detail about experience or project personnel.

- 2-Needs Improvement

- Organization description is unclear, disorganized, or incomplete. Key components including the mission, structure, or roles of

project personnel are insufficiently explained and lack detail. The organization's experience in working with substance use disorder is unclear. It is difficult to assess the organization's capacity for implementing the grant.

- 1-Poor

- Organization description is minimal and severely lacking in detail. Important aspects of the organization, including mission, structure and past experiences are poorly explained, confusing, or missing. There is little to no evidence of the organization's ability to implement this grant.

Online resources

Opioid Settlement Funds
- Franklin County, Maine
– Franklin County Opioid
Settlement Page

Franklin County Opioid
Settlement Application for
Funding – Application

MOSS Center: Monitoring and Evaluation



Monitoring and Evaluation: Statewide



The MOSS Center will be promoting transparency about Center activities, settlement spending and overall impact via several interactive dashboards on our website:

- MOSS Center Activities
- Settlement Spending
- Impact via SUD Vulnerability Index

Monitoring and Evaluation: Statewide



The **Moss Center Activities Dashboard** will be an interactive dashboard that will increase public awareness of technical assistance engagement and center activities.

- Including:
 - Information and TA requests over time by (map)
 - Activities and Engagement over time by activity type
- It will be on the MOSS Center website and will be updated monthly



Monitoring and Evaluation: Statewide



The **Settlement Spending Dashboard** will include data from political subdivisions, the Maine Recovery Council, and the Attorney General.

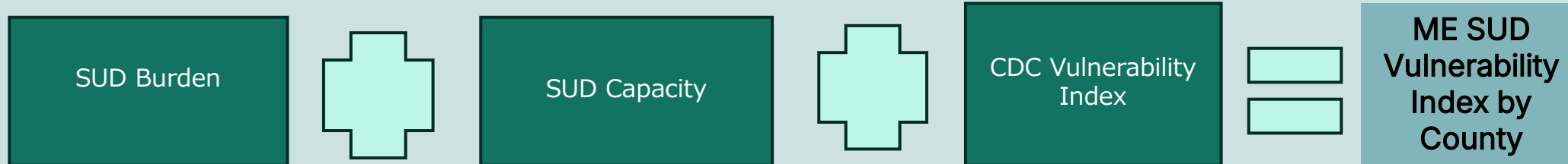
- MOSS Center will be supporting the AG's office with collecting spending data from subdivisions (LD 110).
 - Anticipate TA sessions for assisting reporting
 - Preparing a FAQ Reporting Guide
 - Low barrier reporting survey
- Center will also work with the MRC and AG to access their spending data.
- Data will be summarized in an interactive online dashboard which will include maps, filters and downloadable tables.
- Will be updated annually and will be designed to promote transparency about opioid settlement fund spending.



Monitoring and Evaluation: Statewide



- The **Impact Dashboards** will include a SUD Vulnerability Index which will:
 - Aid communities in understanding their substance use-related burdens and capacities
 - Assess the impact of funds over time
 - Considers a variety of factors indicative of a community's assets as well as vulnerability related to substance use and includes indicators related to burdens of substance use, available resources, and social vulnerability.
 - Index will be updated on a yearly basis



Note: Each Domain gets a score so counties will have a burden, capacity, social and overall SUD index scores so changes can be examined at various levels over time.

Monitoring and Evaluation: Local



- The Center is helping subdivisions to track and evaluate how opioid settlement funds are used for positions, programs, and grants
- We aim to make it low barrier for partners to track progress and impact, support long-term efforts, and promote consistent evaluation methods
- As initiatives advance, the Center plans to use local and statewide data (qualitative and quantitative) to create spending **Impact Dashboards**

BHL Engagement Report

mackenzie.david@maine.edu [Switch account](#)

Not shared

YES- referrals to services were offered

Were referrals made?

☐ Yes

☐ No-Referral Refusal

If yes, what types of referrals were made?
After selecting which types of referrals were made, please scroll and select where each type of referral was made.

☐ Primary Care

☐ Case Management

☐ SUD

☐ Outpatient Therapy

☐ Psychiatry

☐ Other: _____

Evaluation Report

mackenzie.david@maine.edu [Switch account](#)

The name, email, and photo associated with your Google account will be recorded when you upload files and submit this form

II. Accomplishments

How many individuals have been served during the current grant reporting period?

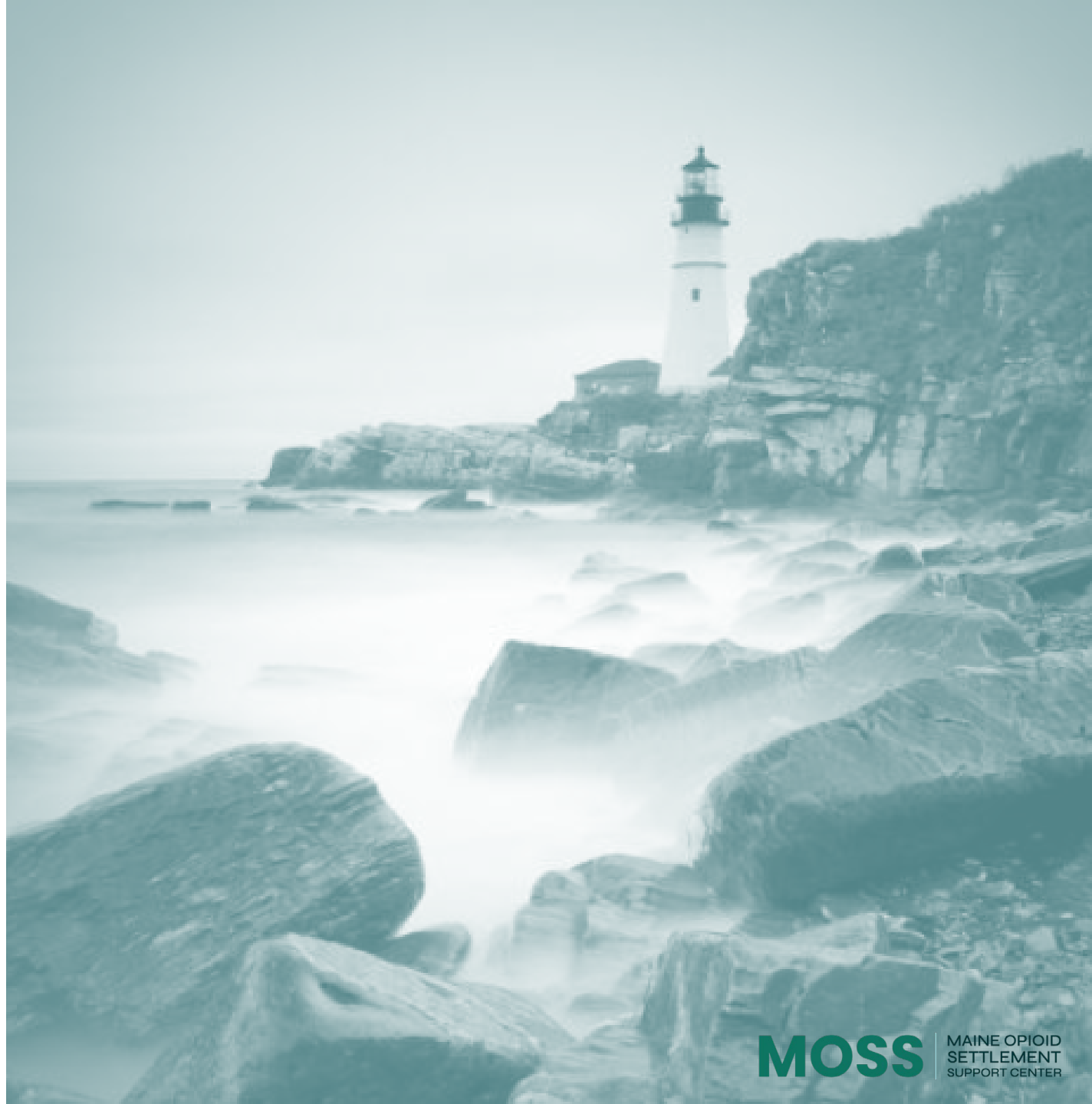
Your answer _____

Please report any resulting outcomes that occurred during the current grant reporting period.
Note: Outcomes should be inclusive of your self-defined outputs and outcomes in your grant application.

Your answer _____

[Back](#) [Next](#) Page 3 of 7 [Clear form](#)

Summary

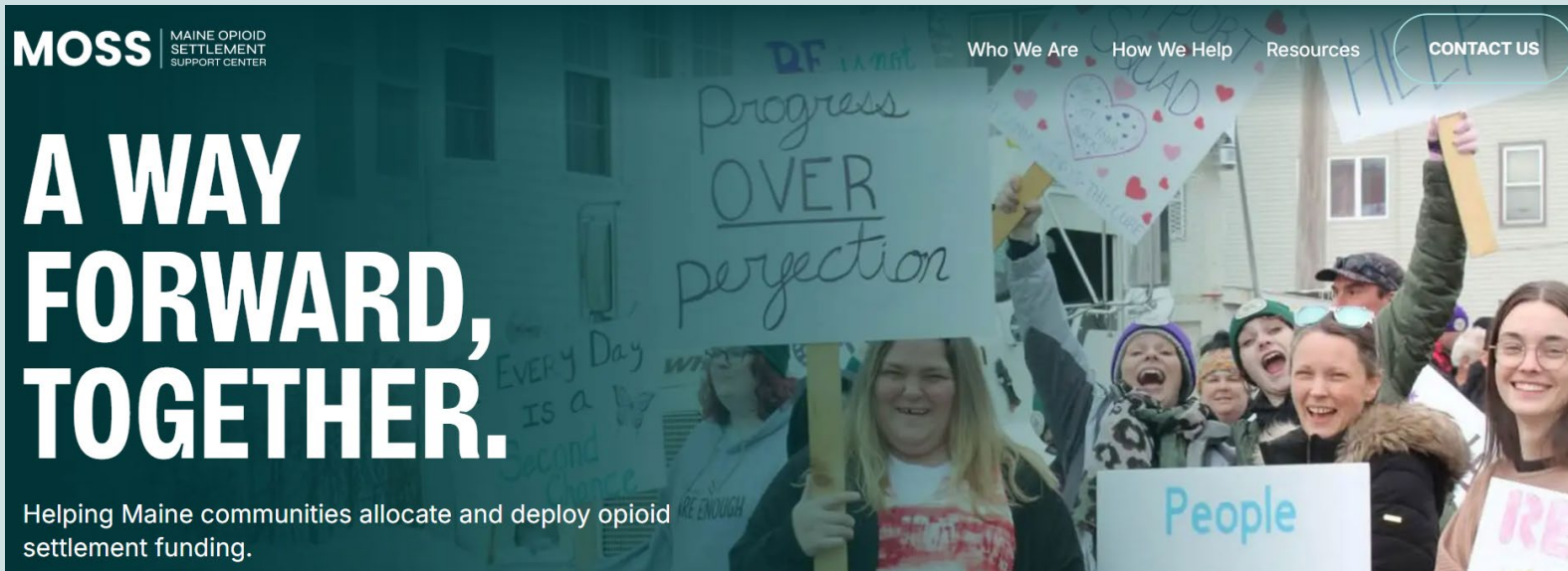


Summary

- The goal of the MOSS Center is to provide services that improve the alignment, coordination, impact, and sustainability of opioid settlement-funded programs.
- In the first year of the Center, we have worked with partners throughout the state to:
 - foster community engagement & identifying community needs
 - provide startup support
 - create goals and identify mechanism to show progress;
 - foster best practices through the provision of education and resources;
 - facilitate regional collaborative efforts; and
 - support local and state evaluation efforts.



Moving Forward



www.TheMOSSCenter.org

- We want to be your go-to resource for settlement information and assistance
- We aim to work collaboratively with those working in this space, meeting them where they are and supporting their capacity and needs related to this work.
- Visit us and connect!

Questions/Contact

Mary Lindsey Smith, PhD, MSW
Director

Jennah Godo, MS, PS-C
Outreach and Communications Coordinator

Email:
MOSSCenter@maine.edu

Website:
TheMOSSCenter.org