

**TOWN OF ARUNDEL, MAINE
BOARD OF SELECTMEN MEETING**

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**Monday February 10, 2020
ML Day School
7PM**

- I. Call to Order
- II. Approval of Agenda
- III. Public Forum – Public comment on non-agenda items
- IV. Approve Minutes of January 27, 2020
- V. Committee and Board Reports
- VI. Manager’s Report
 - Municipal Building Status
 - Collaboration Meeting
 - Enrollment Task Force Meeting in Arundel
 - Budget Meeting 2-11-20
- VII. Business
 - Application for Liquor License renewal Dutch Elm Golf Course
 - Discussion request Kristen Woodward
 - Request to support multi-town approach to substance abuse

- XI. Other Business and Adjournment
 - Approval Payable & Payroll Warrant
 - Adjournment

TOWN OF ARUNDEL

468 LIMERICK RD ARUNDEL MAINE 04046 (207) 985-4201 FAX (207) 985-7589

BUSINESS MEETING 2-10-20

EXECUTIVE SUMMARY

BOS Members: The purpose of this summary presented is to give you some information over and above just the mentioning of the subject matter on the agenda. It is my hope that this information assists you in your decision making.

MANAGERS REPORT

-Municipal Building Status: Ouellet is presently off site. They have decided to pre-cut the walls at their warehouse but the actual construction of the walls will take place on site. Roof Trusses have been ordered (Aroostook Truss). Brex completed the installation of the Leach Field. Holding tanks and pump station will be completed at a later date.

-Collaboration Meeting was held between RSU #21, Kennebunk and Kennebunkport Selectmen Representatives. Positive results sharing ideas and getting to know each other and the issues affecting us individually as communities and collectively as a School District.

-Enrollment Task Force: A meeting will be coordinated at our March 9th business meeting, for a presentation by the Task Force.

-Budget Meeting 2-11-20: Note Chief Beaulieu will be out of state on the 25th so I have asked him to attend the meeting and review his budgets with the Boards.

BUSINESS

-Application for Liquor License Renewal: Dutch Elm has once again submitted a renewal application for your consideration. I have attached for your review.

-Kristen Woodward contacted me last week and asked to speak with the Board of Selectmen. She did not convey to me the reason for the request but I suspect it has to do with her efforts in seeking approval for a Dog Daycare facility at her property on Limerick Road, but I am only speculating.

-Multi-Town Approach to substance abuse: I have attached a copy of an e-mail I received from Town Manager Mike Pardue of Kennebunk. I think the e-mail is self explanatory and perhaps we can decide what role Arundel may play in this request.

OTHER BUSINESS AND ADJOURNMENT

(a) Account Payable Warrant: Provided at Meeting for review.

TOWN OF ARUNDEL
BOARD OF SELECTMEN

Monday January 27, 2020
ML Day Library
7 PM

Members present: Selectmen Jason Nedeau, Dan Dubois, Tom Danylik, Phil Labbe, Velma Hayes

Others: Town Manager, Jack Reetz

Call to Order: Chairman Nedeau called the meeting to order @ 7:00PM

Approval of Agenda: *MOTION Hayes second Labbe “approve agenda as amended” passed 5-0. (Selectmen Dubois wishes to discuss the Security of the new building)*

Public forum: Selectmen Dubois wished to see if others Board members felt more was needed for Planning Board Agenda detail.

Approval of Minutes: *MOTION Dubois second Danylik “approve Minutes of January 13, 2020 as presented” passed 5-0. (correction on names and added attachments for Land Use matter.*

Committee & Board Reports: No action

Managers Report:

-Municipal Building Status: Contractor wrapping up for winter, Site work is ongoing with Septic System being installed. Either a 4x6 or 4x8 sign will be erected by General Contractor.

-VW Settlement Funds: Town achieved one grant for \$140,000 to assist in the replaced of a 1996 Ford Full Size Plow Truck.

-MDOT Letter on Paving the remaining sections of the Route 111 corridor in Arundel will be taking place this season. Three year no road opening permits will be granted once completed.

-US Census Boundary: Material reviewed by staff and signed off as correct.
MOTION Hayes second Dubois “approve the signing and return of the Survey materials” passed 5-0.

-Collaboration Meeting between communities and RSU #21 has been set for February 5, 2020, 6PM Kennebunkport Police Department.

Business:

-Application for Special Taste Testing Event License ***MOTION Hayes second Dubois “approve the Taste Testing Application submitted by Solar Rock Winery for February 1, 2020 from 12-3PM taking place at the Maine Classic Car Museum” passed 4-0-1 (Danylik).***

-Post Issuance Compliance Policy: ***MOTION Dubois second Danylik “approve the Post Issuance Compliance Policy created by Bond Counsel for IRS reporting on Tax Exempt Bonds that may be issued by the Town” passed 5-0.***

-Ambulance Bill Write-off: ***MOTION Hayes second Labbe “approve the proposed write off of Ambulance billing of \$57,685.55 as proposed in attachment (A)” passed 5-0.***

-Security Meeting on New Municipal Building: Selectmen Dubois shared with the Board the recent meeting with Jack Reetz and Town Manager to review a security proposal and how we may be able to reduce cost on the proposal by trimming some of the systems proposed. (Camera’s, panic buttons, motion sensors etc..)

Other Business and Adjournment:

Payable & Payroll Warrants: ***MOTION Hayes second Dubois “approve payable& payroll warrants as presented and reviewed” passed 5-0.***

MOTION Dubois second Hayes “to adjourn” passed 5-0 @ 8:00PM

Respectfully submitted,

Keith M. Trefethen
Town Manager

ATTACHMENT "A"
1/27/20 Meeting

	June 30 2019	Actual	% applied and rounded
1	March 2013 - June 30 2014 to round up Allowance for Ambulance	21,677.48 <u>8.07</u> 21,685.55	100% 21,685.55
2	July 1 2014 - June 30 2015	22,981.04	75% 17,000.00
3	July 1 2015 - June 30 2016	22,781.27	50% 11,000.00
4	July 1 2016 - June 30 2017	31,735.28	25% 8,000.00
	Total Amount for Allowance pending approval		57,685.55

Journal Entry:

	DR	CR
R 05-28 Ambulance A/R Offset	57,685.55	
1-185-05 Allowance for Ambulance To add to Allowance for Ambulance in FY19		57,685.55

Last addition to the Allowance for Ambulance was in FY16

Comstar was replaced by Medical Reimbursement Services, Inc. March 1st, 2019. FFR still retained. Note: Comstar continued to collect on billed amounts through August 31, 2019 in FY20. FFR remains the collection agency, and reports are sent directly to Arundel as of 09/01/2019.



STATE OF MAINE
DEPARTMENT OF ADMINISTRATIVE AND FINANCIAL SERVICES
BUREAU OF ALCOHOLIC BEVERAGES AND LOTTERY OPERATIONS
DIVISION OF LIQUOR LICENSING AND ENFORCEMENT

Application for an On-Premises License

All Questions Must Be Answered Completely. Please print legibly.

Division Use Only	
License No:	
Class:	By:
Deposit Date:	
Amt. Deposited:	
Payment Type:	
OK with SOS: Yes <input type="checkbox"/> No <input type="checkbox"/>	

**Section I: Licensee/Applicant(s) Information;
 Type of License and Status**

Legal Business Entity Applicant Name (corporation, LLC): <i>Dutch Elm Golf Course Inc.</i>	Business Name (D/B/A): <i>Dutch Elm Golf Course Inc.</i>
Individual or Sole Proprietor Applicant Name(s): <i>JEFFREY N HEVEY</i>	Physical Location: <i>5 Brimstone Road Arundel Me 04046</i>
Individual or Sole Proprietor Applicant Name(s):	Mailing address, if different: <i>18 Clearview Drive Arundel Me 04046</i>
Mailing address, if different from DBA address: <i>18 Clearview Drive Arundel Me 04046</i>	Email Address: <i>dutchelm@roadrunner.com</i>
Telephone # Fax #: <i>207-229-6674</i>	Business Telephone # Fax #: <i>207-282-9850</i>
Federal Tax Identification Number: <i>01-0274050</i>	Maine Seller Certificate # or Sales Tax #: <i>0106039</i>
Retail Beverage Alcohol Dealers Permit:	Website address: <i>www.dutchelmgolf.com</i>

1. New license or renewal of existing license? New Renewal

If a renewal, please provide the following information:

Your current license expiration date: 4-14-2020

The dollar amount of gross income for the licensure period that will end on the expiration date above:

Food: 37500.00 Beer, Wine or Spirits: 61600.00 Guest Rooms: 0

2. Please indicate the type of alcoholic beverage to be sold: (check all that apply)

Malt Liquor (beer) Wine Spirits

3. Indicate the type of license applying for: (choose only one)

- | | | |
|--|--|---|
| <input type="checkbox"/> Restaurant
(Class I, II, III, IV) | <input type="checkbox"/> Class A Restaurant/Lounge
(Class XI) | <input type="checkbox"/> Class A Lounge
(Class X) |
| <input type="checkbox"/> Hotel
(Class I, II, III, IV) | <input type="checkbox"/> Hotel – Food Optional
(Class I-A) | <input type="checkbox"/> Bed & Breakfast
(Class V) |
| <input checked="" type="checkbox"/> Golf Course with auxiliary and mobile cart options
(Class I, II, III, IV) | | <input type="checkbox"/> Tavern
(Class IV) |
| <input type="checkbox"/> Qualified Caterer | <input type="checkbox"/> Self-Sponsored Events (Qualified Caterers Only) | |

Other: _____

Refer to Section V for the License Fee Schedule

4. If application is for a **new** license or the business is under new ownership, indicate starting date:

5. Business records are located at the following address:

18 CLEARVIEW DRIVE ARUNDEL ME 04046

6. Is licensee/applicant(s) a business entity like a corporation or limited liability company?
 Yes No If **Yes**, complete Section VII at the end of this application

7. Do you own or have any interest in any another Maine Liquor License? Yes No

If yes, please list license number, business name, and complete physical location address: (attach additional pages as needed using the same format)

Name of Business	License Number	Complete Physical Address

8. List name, date of birth, place of birth for all applicants including any manager(s) employed by the licensee/applicant. Provide maiden name, if married. (attach additional pages as needed using the same format)

Full Name	DOB	Place of Birth
JEFFREY N Hevey	04-19-1972	Biddeford Maine
Residence address on all the above for previous 5 years		
Name	Address:	
JEFFREY N Hevey	18 Clearview Drive Arundel Me 04046	
Name	Address:	
Name	Address:	

9. Is the licensee/applicant(s) citizens of the United States? Yes No

10. Is the licensee/applicant(s) a resident of the State of Maine? Yes No

11. For a licensee/applicant who is a business entity as noted in Section I, does any officer, director, member, manager, shareholder or partner have in any way an interest, directly or indirectly, in their capacity in any other business entity which is a holder of a wholesaler license granted by the State of Maine?

- Yes No
 Not applicable – licensee/applicant(s) is a sole proprietor

12. Is the licensee/applicant(s) directly or indirectly giving aid or assistance in the form of money, property, credit, or financial assistance of any sort, to any person or business entity holding a liquor license granted by the State of Maine? Yes No

13. Will any law enforcement officer directly benefit financially from this license, if issued?

- Yes No

If Yes, provide name of law enforcement officer and department where employed:

14. Has the licensee/applicant(s) ever been convicted of any violation of the liquor laws in Maine or any State of the United States? Yes No

If Yes, please provide the following information and attach additional pages as needed using the same format.

Name: _____ Date of Conviction: _____

Offense: _____ Location: _____

Disposition: _____

15. Has the licensee/applicant(s) ever been convicted of any violation of any law, other than minor traffic violations, in Maine or any State of the United States? Yes No

If Yes, please provide the following information and attach additional pages as needed using the same format.

Name: _____ Date of Conviction: _____

Offense: _____ Location: _____

Disposition: _____

16. Has the licensee/applicant(s) formerly held a Maine liquor license? Yes No

17. Does the licensee/applicant(s) own the premises? Yes No

If No, please provide the name and address of the owner:

18. If you are applying for a liquor license for a Hotel or Bed & Breakfast, please provide the number of guest rooms available: _____

19. Please describe in detail the area(s) within the premises to be licensed. This description is in addition to the diagram in Section VI. (Use additional pages as needed)

SNACK BAR, BANQUET - Hall + Porch Approx +/- 3500 SQFT

20. What is the distance from the premises to the nearest school, school dormitory, church, chapel or parish house, measured from the main entrance of the premises to the main entrance of the school, school dormitory, church, chapel or parish house by the ordinary course of travel?

Name: Mildred L. Day School

Distance: 2 miles

Section II: Signature; Fee; Delivery of application

By signing this application, the licensee/applicant understands that false statements made on this application are punishable by law. Knowingly supplying false information on this application is a Class D Offense under Maine's Criminal Code, punishable by confinement of up to one year, or by monetary fine of up to \$2,000 or by both.

Please sign and date in blue ink.

Dated: 1-29-2020

Jeffrey N. Hevey
Signature of Duly Authorized Person*

Signature of Duly Authorized Person*

Jeffrey N Hevey
Printed Name Duly Authorized Person

Printed Name of Duly Authorized Person

*The person signing this application must appear in Section VII on this application.

A. The bureau shall prepare and supply application forms.

B. The municipal officers or the county commissioners, as the case may be, shall provide public notice of any hearing held under this section by causing a notice, at the applicant's prepaid expense, stating the name and place of hearing, to appear on at least 3 consecutive days before the date of hearing in a daily newspaper having general circulation in the municipality where the premises are located or one week before the date of the hearing in a weekly newspaper having general circulation in the municipality where the premises are located.

C. If the municipal officers or the county commissioners, as the case may be, fail to take final action on an application for a new on-premises license or transfer of the location of an existing on-premises license within 60 days of the filing of an application, the application is deemed approved and ready for action by the bureau. For purposes of this paragraph, the date of filing of the application is the date the application is received by the municipal officers or county commissioners. This paragraph applies to all applications pending before municipal officers or county commissioners as of the effective date of this paragraph as well as all applications filed on or after the effective date of this paragraph. This paragraph applies to an existing on-premises license that has been extended pending renewal. The municipal officers or the county commissioners shall take final action on an on-premises license that has been extended pending renewal within 120 days of the filing of the application.

D. If an application is approved by the municipal officers or the county commissioners but the bureau finds, after inspection of the premises and the records of the applicant, that the applicant does not qualify for the class of license applied for, the bureau shall notify the applicant of that fact in writing. The bureau shall give the applicant 30 days to file an amended application for the appropriate class of license, accompanied by any additional license fee, with the municipal officers or county commissioners, as the case may be. If the applicant fails to file an amended application within 30 days, the original application must be denied by the bureau. The bureau shall notify the applicant in writing of its decision to deny the application including the reasons for the denial and the rights of appeal of the applicant.

2. Findings. In granting or denying an application, the municipal officers or the county commissioners shall indicate the reasons for their decision and provide a copy to the applicant. A license may be denied on one or more of the following grounds:

A. Conviction of the applicant of any Class A, Class B or Class C crime;

B. Noncompliance of the licensed premises or its use with any local zoning ordinance or other land use ordinance not directly related to liquor control;

C. Conditions of record such as waste disposal violations, health or safety violations or repeated parking or traffic violations on or in the vicinity of the licensed premises and caused by persons patronizing or employed by the licensed premises or other such conditions caused by persons patronizing or employed by the licensed premises that unreasonably disturb, interfere with or affect the ability of persons or businesses residing or located in the vicinity of the licensed premises to use their property in a reasonable manner;

D. Repeated incidents of record of breaches of the peace, disorderly conduct, vandalism or other violations of law on or in the vicinity of the licensed premises and caused by persons patronizing or employed by the licensed premises;

D-1. Failure to obtain, or comply with the provisions of, a permit for music, dancing or entertainment required by a municipality or, in the case of an unincorporated place, the county commissioners;

E. A violation of any provision of this Title;

F. A determination by the municipal officers or county commissioners that the purpose of the application is to circumvent the provisions of section 601; and

G. After September 1, 2010, server training, in a program certified by the bureau and required by local ordinance, has not been completed by individuals who serve alcoholic beverages.

3. Appeal to bureau. Any applicant aggrieved by the decision of the municipal officers or county commissioners under this section may appeal to the bureau within 15 days of the receipt of the written decision of the municipal officers or county commissioners. The bureau shall hold a public hearing in the city, town or unincorporated place where the premises are situated. In acting on such an appeal, the bureau may consider all licensure requirements and findings referred to in subsection 2.

A. Repealed

B. If the decision appealed from is an application denial, the bureau may issue the license only if it finds by clear and convincing evidence that the decision was without justifiable cause.

4. Repealed

5. Appeal to District Court. Any person or governmental entity aggrieved by a bureau decision under this section may appeal the decision to the District Court within 30 days of receipt of the written decision of the bureau.

An applicant who files an appeal or who has an appeal pending shall pay the annual license fee the applicant would otherwise pay. Upon resolution of the appeal, if an applicant's license renewal is denied, the bureau shall refund the applicant the prorated amount of the unused license fee.

Section IV: Terms and Conditions of Licensure as an Establishment that sells liquor for on-premises consumption in Maine

- The licensee/applicant(s) agrees to be bound by and comply with the laws, rules and instructions promulgated by the Bureau.
- The licensee/applicant(s) agrees to maintain accurate records related to an on-premise license as required by the law, rules and instructions promulgated or issued by the Bureau if a license is issued as a result of this application.
 - The licensee/applicant(s) authorizes the Bureau to obtain and examine all books, records and tax returns pertaining to the business, for which this liquor license is requested, and also any books, records and returns during the year in which any liquor license is in effect.
- Any change in the licensee's/applicant's licensed premises as defined in this application must be approved by the Bureau in advance.
- All new applicants must apply to the Alcohol and Tobacco Tax and Trade Bureau (TTB) for its Retail Beverage Alcohol Dealers permit. See the TTB's website at <https://www.ttb.gov/nrc/retail-beverage-alcohol-dealers> for more information.

Section V: Fee Schedule

Filing fee required. In addition to the license fees listed below, a filing fee of \$10.00 must be included with all applications.

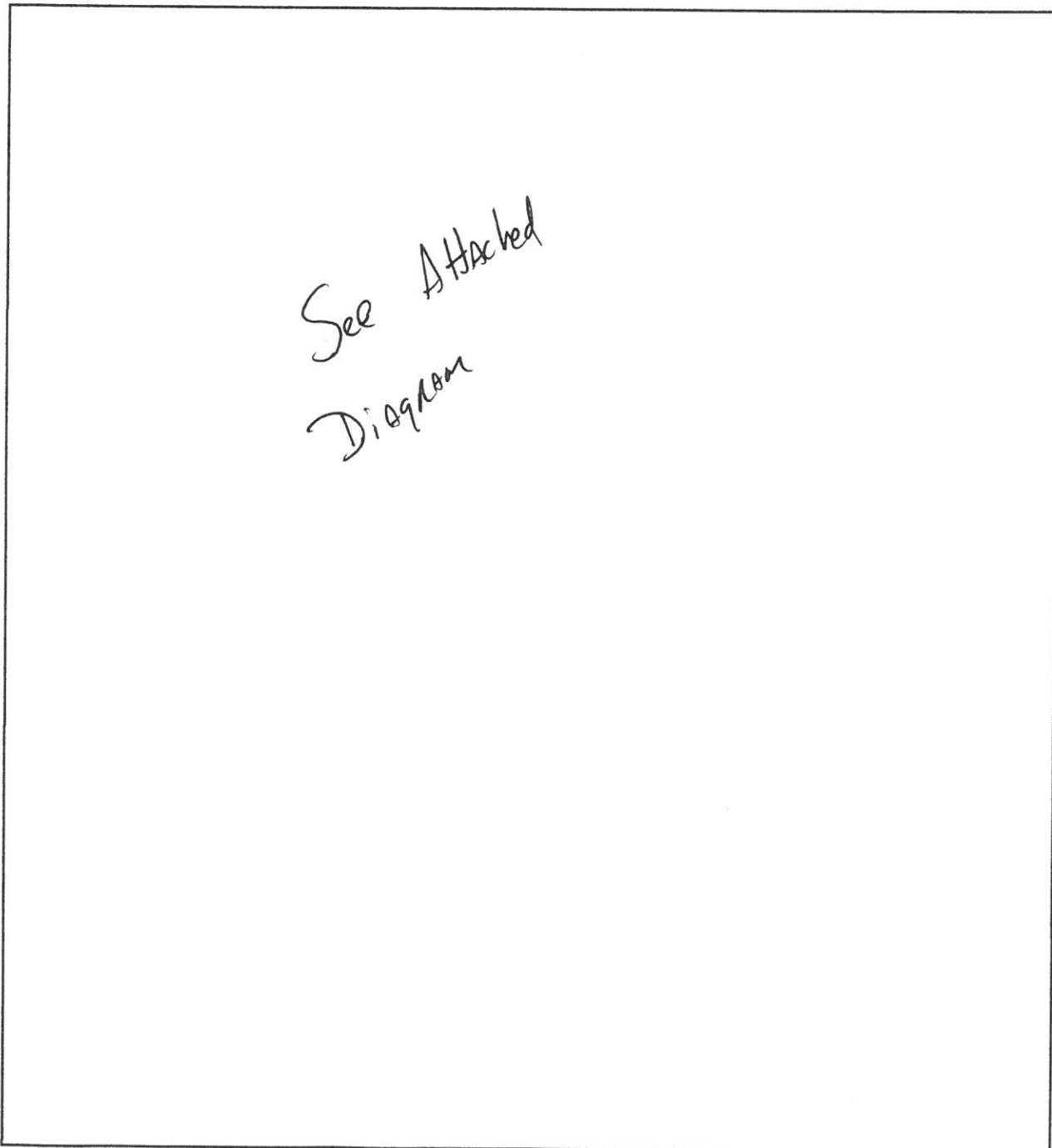
Please note: For Licensees/Applicants in unorganized territories in Maine, the \$10.00 filing fee must be paid directly to County Treasurer. All applications received by the Bureau from licensees/applicants in unorganized territories must submit proof of payment was made to the County Treasurer together with the application.

Class of License	Type of liquor/Establishments included	Fee
Class I	For the sale of liquor (malt liquor, wine and spirits) This class includes: Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Courses; Hotels; Indoor Ice-Skating Clubs; Indoor Tennis Clubs; Vessels; Qualified Caterers	\$ 900.00
Class I-A	For the sale of liquor (malt liquor, wine and spirits) This class includes only hotels that do not serve three meals a day.	\$1,100.00
Class II	For the Sale of Spirits Only This class includes: Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Courses; Hotels; Indoor Ice-Skating Clubs; Indoor Tennis Clubs; and Vessels.	\$ 550.00
Class III	For the Sale of Wine Only This class includes: Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Courses; Hotels; Indoor Ice-Skating Clubs; Indoor Tennis Clubs; Restaurants; Vessels; Pool Halls; and Bed and Breakfasts.	\$ 220.00
Class IV	For the Sale of Malt Liquor Only This class includes: Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Courses; Hotels; Indoor Ice-Skating Clubs; Indoor Tennis Clubs; Restaurants; Taverns; Pool Halls; and Bed and Breakfasts.	\$ 220.00
Class III and IV	For the Sale of Malt Liquor and Wine Only This class includes: Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Courses; Hotels; Indoor Ice-Skating Clubs; Indoor Tennis Clubs; Restaurants; Vessels; Pool Halls; and Bed and Breakfasts.	\$ 440.00
Class V	For the sale of liquor (malt liquor, wine and spirits) This class includes only a Club without catering privileges.	\$ 495.00
Class X	For the sale of liquor (malt liquor, wine and spirits) This class includes only a Class A Lounge	\$2,200.00
Class XI	For the sale of liquor (malt liquor, wine and spirits) This class includes only a Restaurant Lounge	\$1,500.00
Self-Sponsored Events	This class is for Qualified Caterers Only	\$ 700.00

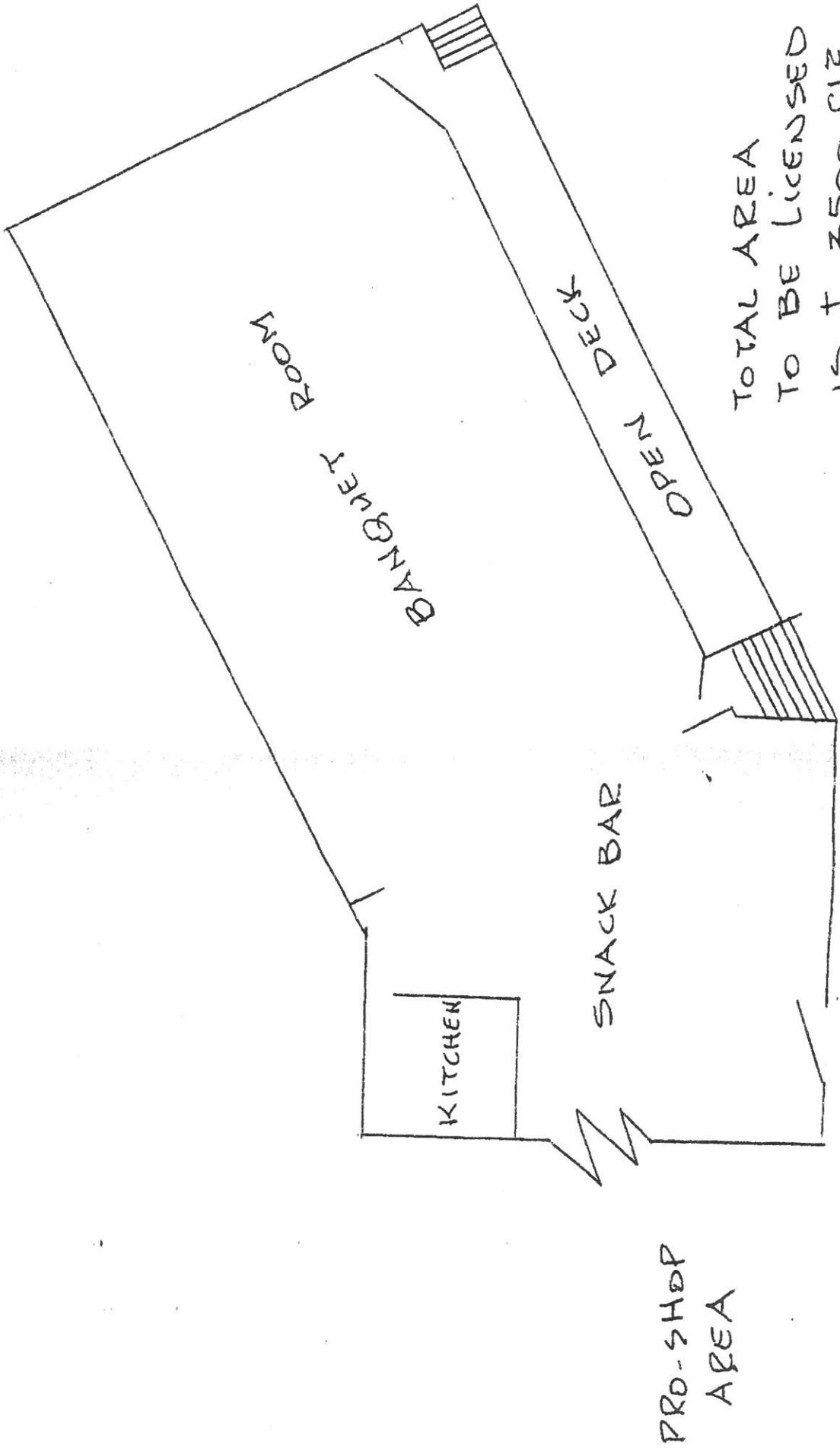
Section VI Premises Floor Plan

In an effort to clearly define your license premise and the areas that consumption and storage of liquor authorized by your license type is allowed, the Bureau requires all applications to include a diagram of the premise to be licensed.

Diagrams should be submitted on this form and should be as accurate as possible. Be sure to label the following areas: entrances, office area, coolers, storage areas, display cases, shelves, restroom, point of sale area, area for on-premise consumption, dining rooms, event/function rooms, lounges, outside area/decks or any other areas on the premise that you are requesting approval. Attached an additional page as needed to fully describe the premise.



DUTCH ELM GOLF COURSE



P
GOLF COURSE

Section VII: Required Additional Information for a Licensee/Applicant for an On-Premises Liquor License Who are Legal Business Entities

Questions 1 to 4 of this part of the application must match information in Section I of the application above and match the information on file with the Maine Secretary of State's office. If you have questions regarding your legal entity name or DBA, please call the Secretary of State's office at (207) 624-7752.

All Questions Must Be Answered Completely. Please print legibly.

1. Exact legal name: Dutch Elm Golf Course Inc.
2. Doing Business As, if any: _____
3. Date of filing with Secretary of State: 1963 State in which you are formed: MAINE
4. If not a Maine business entity, date on which you were authorized to transact business in the State of Maine:

5. List the name and addresses for previous 5 years, birth dates, titles of officers, directors, managers, members or partners and the percentage ownership any person listed: (attached additional pages as needed)

Name	Address (5 Years)	Date of Birth	Title	Percentage of Ownership
JEFFREY N HEVEY	18 CLEARVIEW DRIVE ^{Arsundel}	4-19-1972	President	100%
DANA M HEVEY	18 CLEARVIEW DRIVE ^{Arsundel}	12-18-1967	Vice President	0%

(Ownership in non-publicly traded companies must add up to 100%.)

Town Manager

From: Mike Pardue [mpardue@kennebunkmaine.us]
Sent: Wednesday, February 05, 2020 10:55 AM
To: Laurie Smith; Town Manager
Subject: Kennebunk Area Community Coordinated Response to Substance Abuse Disorder
Attachments: Message from KM_454e; Pinetree proposed time estimates and cost.pdf

Hi Laurie and Keith,

I am writing with the hope you will both support the idea of a multi-town approach to address substance abuse disorder. Substance abuse disorder, in its various forms, is a public health risk that has implications in our tri-town area. In 2017, Maine was among the highest rates of overdose deaths in the U.S. Although we are seeing a slight decline in opiate deaths, in 2018 and 2019 we saw a rise in methamphetamine use. Substance abuse disorder does not recognize town lines or school zones.

In an effort to address this crisis, RSU-21 Superintendent Phil Potenziano, Kennebunk Chief of Police Robert MacKenzie and I have been in contact with Dr. Larry McCullough of the Pinetree Institute. Dr. McCullough and the Pinetree Institute specialize in addressing substance abuse disorder challenges by bringing key community members together for discussion and collaboration. Most recently, and still ongoing, is the work the Pinetree Institute has done around this topic in the Portsmouth, NH area.

We are seeking participation and a small amount of financial support as we work with Pinetree Institute to bring community representatives together. These members will include representatives from each of the three towns, a RSU-21 representative, a representative from a civic organization, a faith community representative, an addiction specialist, a Restorative Justice specialist, among others.

The total cost of this phase of this initiative is \$8,000. We believe there is going to be a lead donor in the amount of \$4,000, leaving us the need to raise the balance. I am hopeful you or your designee would be willing to participate in this most important initiative and that your respective communities would be willing to contribute \$500 each, which will match the contribution being made by Kennebunk. I have attached two documents that will be of assistance as you consider this initiative and the related funding request. I would be pleased to answer any questions you have.

Thank you in advance for your consideration.

Mike

Michael W. Pardue
Town Manager
Town of Kennebunk
1 Summer Street
Kennebunk, ME 04043
Tel: 207-604-1308
www.kennebunkmaine.us

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Kennebunk Area Coordinated Response to Substance Use Disorder

Proposed Time Estimates and Cost

Action Steps	Estimated level of effort
Create initial analysis of current needs and status of services including meetings with key service providers, stakeholders and client groups and review of existing data to create a "snapshot" of current state. (Note: this is not a comprehensive needs analysis but a rapid collection and organization of existing data from key stakeholder groups. This analysis will occur in conjunction with Steering Committee member initial meetings and in additional conversations as required.)	2-3 days
Meet with Steering Committee of 12-15 key stakeholders to review current status and identify participants to be included in coordination discussions (includes meeting planning and follow-up).	1 day
Hold discussions with individuals and groups identified by the Steering Committee with some conversations one-on-one and some with small groups. Conduct 1 to 2 prioritization and review meetings with Steering Committee to confirm priorities to address and identify additional gaps or areas needing further attention.	3-5 days
Create a draft plan and recommendations. Based on the broader stakeholder discussions and priorities identified by the Steering Committee, identify key themes, findings and recommendations for next steps.	1-2 days
Conduct review meeting with Steering Committee to approve recommendations and agree on next steps (includes meeting planning and follow-up).	1 day
Total estimated days:	8-12 days
Agreed to maximum cost:	\$ 8,000.00

Pinetree Institute will provide the services of Dr. Larry McCullough who has extensive facilitation experience and who has worked with issues of service integration and cross-agency collaboration. Dr. McCullough is also well informed about the requirements of trauma-informed care and best practices that are being implemented in other parts of the U.S. and will bring that perspective into the discussion and planning process. Pinetree Institute will discount its normal non-profit consulting rate to \$1,000 per day and will also agree to cap the cost at a fixed fee of \$8,000. Any time over 8 days will be contributed at no cost as an in-kind contribution from Pinetree Institute.