

## Michael Heavener

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**From:** John Woodside <john.woodside50@gmail.com>  
**Sent:** Wednesday, April 8, 2020 4:41 PM  
**To:** Town of Winslow  
**Subject:** Ambulance Purchase

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Town Councilors,

I have been a RN for 44 years with 24 of those years in the Emergency Department at the Thayer Unit of MGMC. I have lived all but 2 years of my life in the town of Winslow.

I have witnessed first hand the quality care and commitment put forth by Delta Ambulance. We have a system that works perfectly well for the town, a system that has been tested and has proven itself time after time. We have access to what is not broken so why are we trying to fix it?

Because we have the money in the Fire Department's capital account does not mean we have to spend it? The \$80,000-\$120,000 to be spent on the purchase of 2 used ambulances is only the tip of the iceberg. This county medical system is run by insurance companies that dictate reimbursement. The amount of reimbursement is less and less with each passing year. Uninsured patients will not be able to pay the cost of an ambulance transport.

Maintenance, equipment, education, rectifications, salaries are just a few of the added expenses that will only increase with each passing year

Let's not fix what is not broken. As a home owner, these funds can be spent in a much better way to serve our citizens.

Thank you.

Anne Woodside

4 Woodlawn Dr.

Winslow, ME 04901

## Michael Heavener

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**From:** Sue Beals <suebeals22@gmail.com>  
**Sent:** Sunday, April 5, 2020 10:56 AM  
**To:** Town of Winslow  
**Subject:** Special meeting

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I am sending a request to postpone any decision of purchasing an ambulance until true public comments can be considered. This process has not been transparent. The meeting a year ago under the guise of justifying the need for staff was answered with providing more staff for the fire department. Now after 2 meetings of an ambulance committee in the last year. There is a stable robust 2 tiered EMS system currently providing excellent patient care to our community. This decision would be made behind closed doors and does not embody our democratic process.

Please reconsider

Sincerely

Sue Beals

Sent from my iPhone

## Michael Heavener

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**From:** pbegin@roadrunner.com  
**Sent:** Thursday, April 9, 2020 9:54 AM  
**To:** Town of Winslow; 'paul.begin@sappi.com'; 'kbegin@roadrunner.com'  
**Subject:** Town Ambulance

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I have questions on this?

Why, when so many are out of work are we thinking of spending money?

How many more people will the fire dept be hiring to cover the ambulance? Because with 3 on shift now that's not enough to cover calls. When the Chief started he said he did not have the man power to cover fire calls so there is no way with 3 people you can not do both. So we would have to hire more people.

Why 2 ambulances? Start with one and see if you even break even.

Then will we have to build a new building to fit the new trucks and personal?

How much more spending can this small town afford? We don't have big business that covers taxes.

Why is this change not being put to the voters? There is no hurry to start it.

Paul Begin  
333 Cushman rd  
Winslow, Maine 04901

## Michael Heavener

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**From:** Mark Cotter <cottermw1064@yahoo.com>  
**Sent:** Monday, April 6, 2020 5:06 PM  
**To:** Town of Winslow  
**Subject:** Transporting Ambulances

**CAUTION:** This email originated from an **External Source**. Please use proper judgment and caution when opening attachments, clicking links, or responding to this email.

I am a resident of Winslow and I moved here last year. The reason that I moved here was because I considered Winslow to be a nice community to raise my children in. Shortly after I moved here I began to deal with the town for things that I wanted to do on my property. I wanted to build a garage and was told of all of the restrictions that I would have to abide by. I asked if I could apply for a variance and was told flat out that variances would not be approved. Then the town now wants to transport. This so that they can add full time firefighters. They state that transporting will defray the cost. However it will not. I know this for a fact. The people of this town pay taxes. Those taxes should pay for all services to include an ambulance. Let me put it this way. If my house catches on fire, The town will send all of the equipment and personnel needed to put the fire out. For a cost to the town of about 200,000 dollars or more. Will I get a bill. Nope. Taxes pay for it. But if I fall down the stairs I have to pay for that. I find that to be a bit ludicrous. We have had Ambulance serviced provided for over 40 years and in that time the fire chief want to complain about delays on a couple of calls that amount to less than 1% of the calls for the service. You show me any business that hits 100% all of the time and I will show you a business that doesn't exist. Now I hear that you are going to have an emergency meeting to force this package through on false information. This is the epitome of political bu\*\*\*\*it. This is all about ego nothing more. You can make the excuse that you need additional firefighter full time, but I would like to see more than one instance where a house burned because there were not enough people to work the fire. If I have learned one thing over the past year is that this town is not about it's people. If it were all variances would be reviewed, You would not have to raise taxes to put on a transport service when you already have one that does not cost that town any money. And you will have to raise taxes to maintain the service. maybe not this year but in the next I will bank on it. And when you do I will be there to tell you I told you so. The next thing is that I will be looking for a new town to live in. One that does not lord their town government over the people but works with the people. I can't tell you how many times the government said I think this is a good idea and the people end up getting the short end of the stick in the end. My best example, the affordable care act. Don't do this. put it to a town vote of the people. Let them decide if in the end they want a lesser service and their taxes going up. This is to large a choice to leave it up to just you. I should be able to vote if I want this money spent seen as how it is my tax dollars along with every other person in Winslow.

Mark Cotter

132 Quimby Lane

## Michael Heavener

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**From:** Kelley McAlpine <jackmac\_4@yahoo.com>  
**Sent:** Tuesday, April 7, 2020 8:05 AM  
**To:** Town of Winslow  
**Subject:** special town council meeting-fire dept. ambulance transport service

**CAUTION:** This email originated from an **External Source**. Please use proper judgment and caution when opening attachments, clicking links, or responding to this email.

Dear Winslow Town Council,

I am writing regarding the upcoming vote for the fire department ambulance transport service. I urge you to vote no on this matter. There are a few reasons why a no vote is needed. First, during this pandemic people are out of work and worried about how they are going to feed their families and pay bills and we have no idea when this will end or what the effects of it are going to be. We should not have to worry about our taxes increasing to provide a service we already have access to. This is not a wise way to spend our money. I appreciate that the new proposed budget has a 0% tax increase this year but overall you (and all levels of government) need to do a better job with spending. If you don't have the money to do something taxing residents to get it should not be the first and only answer. Secondly, we are a small town and compared to surrounding towns that are similar to ours the tax rate here is high. What do we get for our money? Our roads are poor, the internet is a joke, there are really no businesses, to go shopping or enjoy other activities we need to go elsewhere. So, instead of spending our money on a service that is already provided why not work on improving infrastructure, attracting new businesses, developing recreational areas/activities to draw people to the town. Finally, Maine is a poor state and yet it is one of the highest-taxed ones. As mentioned in the last meeting around half of the town's population is elderly living on a fixed income. Then there are those families, like mine, who are trying to survive on 1 income. Let's not forget about single-parent homes. We all know that the funding for staff, repairs, insurance, etc. are going to come from our taxes. We keep so little of our paychecks as it is please don't take more. I'm tired of deciding which bills/items I can afford to pay this week. Is this the week I can afford to buy insulin and pay the electric bill? If we keep getting taxed, especially for things we don't need, people won't have a paycheck at all. No paycheck means people aren't spending money. If people are not spending money businesses close. If businesses close people move away. Do you see where this going? The residents of Winslow should not have to carry the burden for a service that is not needed. Please focus your efforts on things that improve the town, keep taxes reasonable for where we live and what we offer and improves the daily lives of it's residents. This potential purchase accomplishes none of those things.

Sincerely,  
Kelley McAlpine  
Abbott Road Resident

I Goodsearch for the Our Hearts Foundation.

Raise money for the Our Hearts Foundation just by searching the Internet at [www.Goodsearch.com](http://www.Goodsearch.com) (powered by Yahoo), shopping online at [www.Goodshop.com](http://www.Goodshop.com) or dining at a restaurant in the [www.Gooddining.com](http://www.Gooddining.com) network..

Jeffrey Reny  
499 Augusta Road Lot 43  
Winslow, Me. 04901  
April 8, 2020

Town Councilors  
114 Benton Avenue  
Winslow, Me. 04901

Dear Town Councilors:

I am writing this letter, to you, in regards to the upcoming council vote for the Town of Winslow to purchase two ambulances. This is an important and possibly difficult decision for all of you. With all the nay saying happening on social media, I have taken it upon myself to conduct countless hours of research and fact finding. When the thought of Winslow Fire and Rescue transporting patients to the hospital was originally brought forth, I have to admit, I was opposed to the idea. It wasn't long before I began to realize that this would be a worthwhile venture for the Town of Winslow. The fire-based EMS system, although a new concept for Winslow, is a widely implemented model. Sixty five to seventy percent of all EMS services across the country are fire-based services. Not only is this a national trend, the same holds true for the EMS services across Maine as well.

The "experts" on social media are trying to scare the public by saying the Winslow residents will pay increased taxes if this plan is implemented. The fact is, this service will provide a source of revenue for the town, which will ultimately assist in the funding of the fire department budget. In addition, the money for the purchase of the ambulances and equipment will come from the funds on hand in the FD capital improvement account. None of the cost will be passed on to the residents of Winslow to get the service started. Our EMS personnel already respond to all EMS calls for service in the Town of Winslow. Currently, this is a cost to the taxpayers, as the fire department receives no compensation for the services rendered. All compensation goes to the transporting service. Another benefit to the citizens of Winslow, would be a decrease in waiting on scene of the transporting service to arrive. Winslow Fire consistently has faster times to the scene. This is not by any fault of the transporting service, but simply due to the fact that we are located within the town and have less distance to travel.

In closing, I believe that having the Winslow Fire Department start to transport our patients to the hospital would be a great asset to the Town of Winslow. Ambulance service would provide seamless care from the scene to the hospital for the residents and continue to provide the highest level of care possible. As a member of the Ambulance Transport Committee, we voted 4-2, to recommend to the town council, to purchase 2 ambulances and begin a transporting ambulance service. This decision was not made lightly and the committee strived to keep the best interest of the people of Winslow as our top priority. Only two members of the committee voted against the service. These two members, in my opinion had their own agenda in mind and NOT the best interest of the Town of Winslow. Feelings and personal issues must be set aside and this ambulance service should be started, as it is in the best interest of the residents of Winslow.

Town Councilors

April 8, 2020

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Thank You All for taking the time to read this letter. And, Thank You, for the continued leadership and support to the residents of Winslow.

Sincerely,

Jeffrey Reny

## Michael Heavener

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**From:** Frannie M <frannie174@yahoo.com>  
**Sent:** Thursday, April 9, 2020 11:15 PM  
**To:** Michael Heavener  
**Cc:** Jeff West; Patricia West; Lee Trahan; bbtwitchell3@gmail.com; Ray Caron; pinehilljerseys@gmail.com; antonio.jerry101@gmail.com; Ronald Rodriguez  
**Subject:** Ambulance service

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Hello

As most, if not all of you know, I was a member of the committee formed for the ambulance service. What some of you may not know is, I have been a resident/home owner of Winslow for over 34 years. I also am a past employee of Delta Ambulance. I worked for Delta first as an EMT, then as an Emergency medical dispatcher(EMD) then as the Coordinator of Deltas dispatch center. I also trained and became an EMD QI officer. I also served on the committee of 911 EMD for the state of Maine.

I will say my time of over 13 years with Delta was one of my most rewarding and productive jobs I ever held. I will say that contrary to what one individual has stated I was never fired or asked to leave Delta, it was my decision only.

Being allowed to be on this committee has given me a greater sense of respect for all of you, the Town Council, Mr. Heavner and Chief Rodriguez not only for what you do, but for all you have to go through while trying to do what you feel is in the best interest of our town and its people.

In the beginning my thoughts on this were very torn. I wasn't convinced it was needed or feasible. My first concern was the need. After hearing of the response times not just from our town but others it concerned me. As a past EMT and a Priority medical dispatcher I can tell you that if any one tells you response time of 12 to 20 minutes is the National average I will tell you its unacceptable for it to happen here when Delta is so close. I would also wonder just how many calls were given to Clinton due to no rigs being available. It would appear the delayed response times has been due to no availability, which can happen but should be very rare. If our rescue is currently arriving on scene within 0-5 minutes over 80% of the time, compared to Deltas 12% think instead if it were our ambulance arriving. I can tell you that would be significant in the medical treatment and care of the patient as well as that person and their families piece of mind while waiting for that help. So with this alone I feel there is a need.

After being a member of the committee and hearing the numbers not only from the very informative information Chief Rodriguez presented but also from the Gardiner Fire Chief, It did convince me and I do believe this is very feasible. The estimated cost of transporting is very low as the truer number of a basic transfer is closer to 400 and more if certain medical equipment/medicines are used. what impressed me the most is how the Chief utilized all his options with this proposal with no actual need to increase taxes. What is also very encouraging is that this proposal will generate revenue, if it brakes even we still lose nothing and received help in a much quicker time.



Because Delta has been a friend of this community for years it makes it difficult, if we all know, have friends or of course have residents who work for Delta, that also makes it difficult. I will ask that you all please put that aside, and remember, it's not about Delta or the people who work there it is what is in the best interest of the people who put their trust in you to do what's best for them.

If there is a need, it's cost effective and generates revenue and doesn't raise taxes, how is it not a win win?

Thank you all for your time  
Fran Hudson

## Michael Heavener

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**From:** Alison Quick <alison.quick0487@gmail.com>  
**Sent:** Sunday, April 12, 2020 10:26 PM  
**To:** bbtwitchell3@gmail.com  
**Cc:** Jeff West; Lee Trahan; Town of Winslow  
**Subject:** Ambulance proposal

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Hello,

I am a resident of 66 Cushman Road and am writing to express my concern about the potential purchase of the two used ambulances.

I feel this entirely a WANT by the Fire Department and not at all a NEED for this town. The two-tiered response system we have in place with Rescue and Delta Ambulance works. And works very well. There is no reason to be spending money on starting our own transport service when we have a transport service that charges nothing extra to the town.

I understand that Delta is not a “free” service. However, the only people who are charged are the ones who are transported. If the town starts its own transporting service it has to be paid for by the tax payers. AND the tax payers who use it will *also* have to pay a transport bill.

In theory it would be self-sustaining. But there is not way to guarantee that. There is no way to guarantee how much each call with pay out, if at all. There is also no way to guarantee that the town will have the predicted 700 call volume. The residents will not be mandated to use this service and could still call Delta to transport them. Call volume for EMS has dropped significantly since the start of the COVID-19 pandemic. United Ambulance has had to shut down a 24 hour ambulance due to the low call volume.

I have seen comments from other residents stating that if services like Northeast Ambulance and Delta can make a profit than why can't Winslow? In the 2018 Maine EMS Date Report it listed Northeast and Delta as the top two busiest EMS services in the state, with 24,063 calls and 19, 579 calls respectively. In the same year there were 944 EMS calls in Winslow. TOTAL EMS calls, not transported calls, just total calls. That 944 includes all non-transport. How on earth can you compare what Winslow will do to these two services?

Delta may be the second busiest service, but their response time to Winslow is great. And the few times they are delayed IS WHY WE HAVE A TWO TIER RESPONSE SYSTEM. Also, the town's ambulance will also have delays. There will always be traffic, bad weather, delays in trying to hand off patients at the hospitals, and delays getting back from hospitals. They will not be immune to this.

If this transport service is not self-sustaining and remains in the red will they sell off the ambulances? I doubt it. I imagine it will be put to the tax payer to cover and hope for better next year.

If this does go through, do we really want five brand new paramedics solely covering the town? With not a senior paramedic among them? I certainly don't. And that's if they pass the class the rigorous national testing. If the Chief plans on hiring outside paramedics, how does he plan to combat the state and national paramedic shortage? The last two times I have seen job postings from Winslow Fire it has stated “paramedic or AEMT preferred.” However, only two basic EMTs and a fire fighter with an expired basic license were hired.

This proposal is a gamble. One that myself and many other residents are not willing to pay for.

Thank you for your time,  
Alison Quick

Sent from my iPhone

## Michael Heavener

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**From:** David Brower <brower david235@gmail.com>  
**Sent:** Sunday, April 12, 2020 9:36 PM  
**To:** Michael Heavener; Ray Caron; Town of Winslow  
**Subject:** Proposed Ambulance Service

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We are all in this together, and what I mean is the horrible Covid 19 that is killing so many people and crippling our economy. If you are healthy and employed feel fortunate. I had planned on buying a new vehicle this year, a family vacation, and forced to put that on hold because I am one of the millions unemployed due to Covid.. I with many others want to keep what I own and survive this most difficult time in history. Maine is not open for business unless you are essential, so this order of business should be on hold. Lets turn this proposal around and focus on working as a team with our current ambulance service as we have for decades. Our paramedics are working in uncharted waters and have a a lot of experience which is priceless. If and when we have this Covid 19 under control, lets bring the idea of the proposal back to the residents of Winslow and put it on the ballot. Let the residents decide the fate of the proposed ambulance service. If it is meant to be it will be and if not thats ok too.

Also, I was unaware of the future plans for a new fire station. That would not be necessary if we choose not to invest in a town ambulance.

I am pondering the thought if I were in a non life threatening accident I would request the experienced service that has served us for decades. After all I am the one paying the bill and they currently allow payments without interest. I know, I currently make payments.

Focus on Covid 19 and lets work together as a team in these uncertain times. Lets thank all our essential workers and there are a lot to mention. Lets focus on our residents needs right now....

Sincerely  
David Brower  
Winslow, Maine

## Michael Heavener

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**From:** Tina Bickford <tina\_freddy\_0708@yahoo.com>  
**Sent:** Monday, April 13, 2020 11:02 AM  
**To:** Town of Winslow  
**Subject:** Ambulances/ supposed no increase in taxes

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Hello, my husband and I are concerned tax payers along with my husband being a 6th generation dairy farmer. Not that anyone on the Town council of Winslow knows that and knows why we are concerned. Heck someone didn't even know where our road is or heard of our last name or what animals are on our "dairy farm" and had to ask us. 6 GENERATIONS HERE. We are struggling. It is a HUGE struggle for us, even before this pandemic with dairy prices. You people should research how bad dairy farmers have it. You should know how bad we are struggling. Since you want what is best for the people you represent. We do not want or need our taxes going up. We can't pay what we have now. You people are crazy to try to make us believe that at some point you are not going to raise our taxes over this. More staff, more buildings, more equipment, more this more that. Everything is going fine now. I don't see where Deltas response time is as bad as some of you are making it out to be on FB. I have personally had to call them and other members in my family have as well. There was NO lag in time response. Some of you are being very unprofessional about it on FB no matter who started the conversation. People are concerned. We are concerned. We do NOT want this. We had better not see our taxes go up if you people put this through despite people's concerns.

Fred and Tina Eames

April 10, 2020

Tricia,

After watching last night's Council meeting (04/09/2020) I need to make a few comments.

Waterville is now in the transport service with being licensed through the state to do so. My only issue with our set-up, and I sure do hope that it changes, is running as a back-up service to Delta. The department is having issues with Delta not "playing" well in the sand box, as they are having a hard time coming up with rules and regulations on how things will be done. Delta is not being good in helping set up a system that will work. Today, if they take a call direct from a residence, they handle the call and do not call us. The call they received is from a Waterville residence and it is OUR duty to assist them, not them. We were sworn in to "serve and protect" our citizens.

As a residence of Winslow, I do not support just one ambulance. To officially run a service, two ambulances are needed. Clinton now has two and they are doing great in their service. They have been in the "fire base" ambulance service since 1972 and they have very great success.

I wonder how they can make the statement that running an ambulance service does not make money, So how is it that Delta has survived all these years and has grown to where they are today. Those ambulance services that have come and gone because of funding losses, if you really look at them, was not due to not making the money to run their service, it was issues with miss management or for other reasons like fraud. Look at Presque Isle, who's ambulance service in their area had to shut down due to miss management and the fire department took over, they now have had great success in running their "fire base" ambulances. They have done so well that the department increased their manpower and at no extra cost to the City. Their "Fire Base" ambulance helps off-set their increase in personal and department budget.

In the 90's, Delta moved into the area of Augusta. Augusta and Gardiner departments had issues with this, but as of today, all three are surviving very well. How and why is that and why can't it happen here??

To give you a little insight on what is going on with Delta now. Delta has done as much as they can to make themselves available in a quicker time frame for our area. And with doing this, they have caused longer delays in the other communities that they serve. So if, lets say, they win their battle with area fire departments not getting to transport, would they then relax what they are doing now and we go back to having long delays again? I pretty sure we would. Plus, delta has always had issues with keeping people to work because of the pay they give. Today Delta has given good raises to keep and get more

employees. Again if they win, will their issues of keeping people come back and we pay the price.

The fire departments should have gone into transport like Clinton did back in the days when they were all getting into the "rescue" service with their EMT's. Waterville had a Fire Chief back in the 90's that almost got transport in the department, but his contract was not renewed and he left for Freeport, which today runs a very profitable ambulance service, which could have been Waterville.

Long story short, I have been in this service for almost 40 years and to FINALLY see our leaders stepping up to help us providers do the best job that we are sworn to uphold, is a great sight. We strive every year to do the best for our citizens, who we hold dear, in getting them the help they need in a quick and safe manner, and do it at a cost that does not hurt them.

I say no more delays, we need to move forward and not let a big corporation hold us down. What gives them the right to tell us what we should do. It is not competition if we ALL work with each other for the good of those we protect.

Lt. Scott A. Holst  
133 Cushman Road  
207-314-2703

## Michael Heavener

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**From:** Bradley Nelson <bnelson72@icloud.com>  
**Sent:** Sunday, April 12, 2020 5:45 PM  
**To:** Town of Winslow  
**Subject:** Ambulance plan

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As a taxpayer and resident of Winslow I want to express my opinion that I consider the plan for the Town of Winslow/fire department getting involved in the ambulance business to not being an economically feasible plan. The tremendous expenses associated with training/maintaining and properly managing necessary staff is something that is missing or being overlooked by everything I've read or heard. I have no financial ties or personnel ties to Delta Ambulance Services but from everything I've observed and heard they operate a professional and efficient service business that serves not only Winslow but many abutting and surrounding towns/-they made what I consider to be a generous and community supportive offer to the abutting city of Waterville which disappointingly was rejected. Having been in business for 40+ years (retired now) there is no way that a municipal or government owned and operated service can be competitive or as efficient as a private business! I have no qualms with the people that come up with this plan and/or support the plan but I think this is an endeavor that would lead to financial repercussions for the town and the money funding for this —wherever the source -could better be utilized on road improvements which are badly needed practically everywhere in town.

Thank you for your consideration, Brad Nelson Sent from my iPhone



## Michael Heavener

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**From:** Mark Cotter <cottermw1064@yahoo.com>  
**Sent:** Saturday, April 11, 2020 2:08 PM  
**To:** Town of Winslow  
**Subject:** Ambulance Service

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I watched your discussion last night about the ambulance. And I appreciate the fact that you postponed your vote to Monday for additional questions. So here is my question. You state that you already have the staff in place for the ambulance. So you are telling me that you have 6 full time staff, 3 paramedics and 3 basics to cover the ambulance and that those personnel are on the fire Dept payroll. If you don't then you have to add that as additional cost, and if you don't have paramedics for you service then you are offering the taxpayers a lesser service then what Delta currently offers them. Also if the ambulance is out on a call and you have only 2 full time staff members on, and a fire call comes in, then what? You say you want to provide a service to the people and I believe that you do. But I want to know what is the problem with the system that is currently in place. The cheif stated in his fist town meeting about this that he wanted to have 4 full time staff members on at all times so that he could meet national fire standards. that means at a minimum 6 personnel for the ambulance and 6 for the fire side. So you are saying that you have 12 full time slots working right now? If not then you have to add staff and that is additional labor cost.

Mark Cotter

Winslow Taxpayer

## Michael Heavener

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**From:** Timothy Beals <t.beals@deltaambulance.org>  
**Sent:** Thursday, April 9, 2020 5:44 PM  
**To:** Town of Winslow  
**Subject:** Questions for the Town Council

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April 9, 2020

TO: Chairman Caron and Members of the Council

My name is Tim Beals, in full disclosure, I am a resident of the Town of Winslow, Executive Director of Delta Ambulance and I was a member of the Winslow Ambulance Committee (minority vote). I have several questions for the Council.

1. Why? Why does the Town of Winslow need its own ambulance? During the two ambulance committee meetings this question was never answered.
2. What is the level of service that will be offered by the Fire Department Ambulance? Currently Winslow residents have Paramedic level care available on every medical emergency. Some have argued that you don't need a Paramedic on every call. I would argue that a Paramedic offers a more knowledgeable assessment of a patient's condition. So, if you are compelled to authorize the startup of an ambulance service. Why wouldn't you at least wait until you can offer the same level of care as is currently provided.
3. Why is the Council rushing to approve a program that will have long lasting effects on the Community in the midst of a Pandemic? An environment which prohibits honest face to face interaction with the public and depends upon residents having the technical ability and means to access electronic communications.

Thank you for considering my questions, I look forward to watching your debate on this topic.

Respectfully,

Tim Beals

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*Timothy Beals, MBA, Paramedic, I/C*  
*Executive Director*  
*Delta Ambulance*  
*29 Chase Ave*  
*Waterville, ME 04901*  
*Tel: 207.861.4225*  
*Cell: 207.314.6680*  
[t.beals@deltaambulance.org](mailto:t.beals@deltaambulance.org)

[www.deltaambulance.org](http://www.deltaambulance.org)

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Thank you.