



Select Board Record of Meeting

January 13, 2026

Windsor Town Office

Note: This record of meetings may not be considered an official public record until such time as they are read and accepted by the Select Board Members.

Members Attending: Ray Bates, William Appel, Jr., Thomas McNaughton, Allison Whynot

Public Attending: Tom Reed, Nancy Fish, Matthew Taylor, Steve Hoad, Carol Chavarie, Bonnie Squiers, Thomas Squiers, Brandi Grosjean, Greg Feltis

Employees Attending: Haleigh Moran, Moira Teekema

Special Guests: Patsy Crockett – County Commissioner District 1, T. Scott Ferguson – Kennebec County Administrator, Chris Mitchell – Executive Director Delta Ambulance

CALL TO ORDER: 6:00 pm Thomas McNaughton

Special Guests from County Commissioners Office

Patsy Crockett – County Commissioner District 1

T. Scott Ferguson – Kennebec County Administrator

County Budget Discussion:

Patsy Crockett announced Ray Bates as new Budget Committee Member for Kennebec County. She is here to answer questions that were presented to her about budget concerns from the Select Board. T. Scott Ferguson stated that the budget process hasn't begun just yet. The Budget Committee will be meeting at the end of the month to start. As of the end of last week all of the departments have submitted their budget drafts.

William Appel Jr. asked how last year went with regards to budget and projects being worked on. He is looking for an update on any current or future hurdles that any projects may have had.

Patsy Crockett did state that jail overtime has been greatly reduced due to better staffing at Kennebec County Jail. Last year that was a very large problem. They only have 2 vacancies left at the jail. One of the biggest expenses in the county is the jail due to aging infrastructure along with staffing and the current medical/mental health programs that the county has to shoulder due to the state no longer taking responsibility. A federal mandate was put in place to make the jail systems responsible for providing mental and medical assistance to inmates, which is what started the program. The mental health and medical programs were supposed to be rehabilitation outside of county custody or at the state facilities once an inmate is moved there. The county is not receiving the funds from the state they were supposed to to support the jail.

The county is also responsible for covering any medical incidents that require transport and in-patient treatment for inmates.

ARPA funds provided federally to the county did assist with building repairs for the county courthouse, improvements in security for buildings as well as putting funding out into the community for projects. The Children's Center in Augusta had an expansion which was upwards of \$3,000,000.00. Investments were also made to the Augusta Boys and Girls Club. The county was seeking to assist towns with financial burdens to help with the tax base.

William Appel Jr. mentioned some non-jail capital improvements that were made during the year, including security at the courthouse. T. Scott Ferguson responded mentioning issues at the courthouse with the homeless population from the area and a magistrate that was attacked with a knife during a session. Building security improvements have been made as well as posted security guards and new electronic locks for exterior doors to mitigate issues.

In fiscal year 2024 the Budget Committee chose not to fund improvements at that time. Funding has been allocated for fiscal year 2025 and 2026 at this time. Security now is reporting all incidents and issues directly to the county and all movement within and outside of the building is monitored.

Patsy Crockett stated that she has been meeting with the mayor of Augusta with regards to a program for the homeless that provides a more extensive shelter to support that population as it has increased. At this time there is a warming center for overnight provided by the city, but no daytime programs. They are looking to set up a center that provides training and job opportunities as well. She was informed that police vehicles from other towns are driving into Augusta and dropping off homeless from other areas.

T. Scott Ferguson informed the Select Board that if anyone is looking to find out more information about the projects that were completed and being worked on they can visit the article about ARPA funding on their website. The funding provided was divided well by the commission to support different projects throughout the county. The county also used BerryDunn Consulting to do the sub-recipient monitoring to make sure these projects were providing quarterly reports with the federal government, also making sure that they are reporting everything directly to the commission.

Allison Whynot posed a question about salaries which was a concern last year. Wages were brought up to state standards for positions in fiscal year 2025. This was also the same year the County Budget Committee decided on the 7% increase for the jail as they are the biggest chunk of personnel for the county. The jail and the sheriff are $\frac{3}{4}$ of the county budget. 7% was an additional increase in salaries.

Ray Bates asked them to discuss what is going on in terms of the revenue side of the budget. Some of the projected revenues have come in better than previously expected.

T. Scott Ferguson responded. They have increased several areas of budget revenue based on what they are seeing on actuals for previous years. The county always prepares to work with a minimal amount of revenue when discussing budget. The largest problem they run in the state portion of revenue they should be receiving. Calculation is based on the county of origin and population by county. The county budget is done before the state even makes that calculation. They are done with the county budget by and April time-frame, while the state sends out the money in August. The County Administrator has to guess as to what that number will be on the lower side out of caution. Population for the county has been holding steady around 130 to 140 for the population of the jail. When they start comparing with some of the larger jails Kennebec County can get lost in that distribution.

One of the big issues has been medication assistance, which brings us back to May 2022 when the state put into effect Law 732 which has a list of 7 requirements the jail has to do to with regards to medication assistance. T. Scott Ferguson feels that this is beyond the scope of incarceration. The law is talking about when an inmate is released this is the type of assistance you are supposed to provide outside of the jail. In the last biennial T. Scott

Ferguson, as County Administrator, put in a proposal to the state for \$14,000,000.00 to cover program costs and the state gave the county \$4,000,000.00. LD719 looks to be trying to get the amount back up to \$14,000,000.00 but he is unsure that they will get this in the end. Also last year they did appropriate in the county's budget about \$650,000.00 they had as a surplus from the CARA, recovery assistance program and also from the opioid money to offset some of the costs of the jail as the state funding might not come through.

With the request from the state they were able to turn around the jail as their budget was in the negative in 2024. The county was able to acquire approximately \$1,000,000.00 in fiscal year 2025.

The biggest challenges fiscally are the jail overtime and also the sheriff's office. They had been down 2 positions at the sheriff's office requiring others to cover extra shifts. This has been resolved at this time. There are also concerns about the aging facilities that were built from the 1826 with the newest being constructed in 1960.

Patsy Crockett mentioned a question that was asked about this coming year if there was anything to report. They were just at the last commissions meeting from the Chief Lt. Chris Reed that the state has decided to no longer provide dispatch services for the county. This is quite an expense they are trying to work on. The Chief has sent a letter to all towns within the county to work with them to find out exactly what was paid to the state for the dispatch services. Chief Lt. Chris Reed went to the state to request what they use as a formula and they stated they didn't have one. His thought is that 75% of the population is 25% of the service calls, though this is very preliminary and he is going to contact all of the towns and work with them. The county will have to do the billing as well. He has contacted places that could provide dispatch and Waterville doesn't have the capacity without building an additional facility at increased cost, and Augusta had recently built a facility and they do have the room to do an expansion to provide services. Augusta is willing to do the expansion and the sheriff also felt this would be a good fit for Augusta and the county because they already have many of the same systems that were already in place. Providing a whole new system in would be incredibly cost prohibitive. The Town of Windsor will be asked to participate once the initiative has begun.

T. Scott Ferguson mentioned another challenge is that the judiciary is moving to new court system. This system takes twice as long and requires more manpower. The court clerks that use to work for the state are not doing this function anymore. This is an unfunded mandate that the judiciary forced upon the county. Another challenge they face upcoming is deferred maintenance of aging infrastructure. These are things that can be challenging when your fund balance is problematic. The other big challenge is the system used by the sheriff's office called IMC, which is no longer supported. This software system will need to be exchanged at some point. It is part of the staffing software used to run the sheriff's office.

No other initiatives are currently forthcoming.

The only other initiative that is being discussed is the digital archiving of county courthouse records which are stored in a non-controlled environment. This is leading to degradation and extensive work to resolve record retention. Digitization would ensure the safety and security of these court records and the ensure the removal of physical records which are no longer effective.

Patsy Crockett brought up a question the Select Board had about the budget reporting for the year. T. Scott Ferguson sends a fiscal summary that goes to the commission monthly, which is a very high-level look at the overall budget from the departments. This is to see where the county is with regard to the budget and generate questions that might be had about funding and spending. He also generates reports for the jail on per capita for medical, overtime, and in general. This information is used as a gauge for comparisons of the cost per inmate of the services provided.

On the county website the audits are listed along with general information on budgets. Currently the county is wrapping up audits and are current for fiscal year 2025.

Patsy Crockett has brought up the Town's concern for the payment to the county for taxes. Recent law that was passed by legislature and approved the towns making payments. The towns would then have to pay the county for each payment processed. The fee could be up to 2% of the total amount.

Tom McNaughton voiced concerns about the Town not having all the funds available at the time of tax payment to the county. Taxes are collected by the Town twice a year in March and again in September. Being able to make two payments once funds are collected would be best for the Town. T. Scott Ferguson stated the law would allow towns to make payments, however all funds must be collected by due date in September.

Special Guest from Delta Ambulance

Chris Mitchell – Executive Director Delta Ambulance

Per Capita Increase

Chris Mitchell stated that Delta Ambulance is doing better financially in 2025 than in the past.

- They are possibly losing Fairfield and Benton for services.
- Currently Delta Ambulance services 13 towns. Transport and EMS calls were 50/50 on average. Average 911 call can net Delta about \$500.00. Some services may provide more revenue. MaineEMS works alongside Delta Ambulance to provide independent paramedic response.
- They have cut back on separate divisions and reduced overhead costs. People now have multiple roles, and administration costs are between \$400,000.00 to \$500,000.00 annually. Administration is also providing EMS services based on certifications to reduce the amount of employee costs.
- In the past Delta Ambulance lost their contract with Waterville and Winslow. This contract had on average 20,000 calls annually, significantly reducing revenue. Chris Mitchell provided a Per Capita Fee schedule – attached.
- Medicare sets the base rate for what insurance will cover and payment for mileage.
- On average 20% of calls are canceled or services are not provided once on site.
- In July 2026 the cost per capita for towns Delta Ambulance services will increase to \$60.00. They provide paramedic services along with life support vehicles. The current cost of \$35.00 per capita will be maintained until July 2026. Contracts are provided on a 6 month basis. The rate increase will remain at \$60.00 per capita as long as Delta Ambulance does not lose their contract with Fairfield and Benton. Fairfield currently has 24/7 first response services with no transport offered. Fire and Rescue also covers BenTon. If they lose these two towns it will be a loss of \$1,100,000.00 to the company's revenue. If this happens then the per capita cost will increase.

Tom McNaughton asked if Delta Ambulance has considered reaching out to more towns to provide revenue as others are leaving contracts. At this time Chris Mitchell has said they have considered it, however they cannot spread their services out any more that they have without detriment to the towns they already service. They would need to provide new stations to provide more services to a wider area.

Grants have been awarded in past years of \$300,000.00, however they are one time grants. At this time they have applied for federal funding, but there is no discretionary funding available.

Chris Mitchell also stated that Palermo and Freedom have backed out of their contract. Liberty now covers Palermo and Union covers Freedom.

Windsor on average has a response time of 12 minutes for services. Delta Ambulance responded to 71 calls this past spring/summer and 75 calls for the fall/winter 2025. Out of the 71 calls in spring/summer 53 were transports, 6 canceled, and 8 refused services. In fall/winter of the 75 calls received 45 were for transport, 9 calls were canceled, and 20 refused services.

Chris Mitchell stated the increase per capita is not from an increase in costs but from a redistribution of costs to the towns they currently service.

William Appel Jr. requested an update on training for EMS.

There are currently 5 people from Windsor Rescue who are in training. Two of those people have already passed their certifications. Two of the group have not tested yet.

Tom McNaughton brought up the original projected cost would increase in three years to \$76.00 per capita for towns. Delta Ambulance projects the current rate of \$60.00 will hold until the new contract in 2027. As long as Fairfield and Benton do not back out the rate will remain at \$60.00 per capita for this year.

The Board of Directors for Delta Ambulance meets every other month and receives fiscal reports at every meeting. The Board has been to blame for not providing transparency and information to the towns. Seven months ago Delta Ambulance went through a re-write of their Bylaws to correct issues. In the process of re-writing the Bylaws there are now 5 communities that sit on the Board and 4 representatives from Maine General Hospital. The Financial Officer for Maine General is seated on the Board. Currently 4 of the 5 community seats are filled. Windsor can put in for a seat.

William Appel Jr. asked, when the new procedures were established was there an autopsy for the previous administrative and financial structure to figure out where things went wrong to prevent future issues. The call volume changed dramatically during COVID and immediately after that Delta lost Waterville and Winslow. The Board knew what has happening however could not immediately correct for the loss.

In 2026, as they move forward, there have been reviews of revenue and costs for both EMS and transport services to come up with a more firm idea of the cost per capita. The current rate of \$60.00 is reflective of very bare-bones operational costs. The new budget reflects an operational change to Monday through Friday service with 3 daytime ambulances. All other times there will be 2 ambulances available.

Allison Whynot brought up a question about salaries for paramedics and losing workers due to salary rates. How are the salaries looking at this time? Are there any increase or percentages that are being offered? Chris Mitchell stated they are doing merit increases this year, and they have done a few internal things to improve wages. According to the base pay for a paramedic, Delta is on the low end of salaries. Most paramedics currently on staff have anywhere from 5 to 15 years of experience. They offer experience based pay rates, offer differential for nights and weekends. It has been hard for Delta Ambulance to compete with regards to salaries due to the size and revenue of the organization. More ambulance services are being opened and they have been working with the same pool of eight paramedics for the entire area. Rates are based on experience and call volume. They have been able to increase their base pay and offer other incentives to work for Delta Ambulance for paramedics as well as EMS staff.

Public Comment:

Steve Hoad presented transportation update.

- Webinar to be held Tuesday, January 27th for forming volunteer driver group for small and large towns. Also previous webinars have been recorded for review.
- Augusta, Chelsea, and Palermo are age-friendly communities. AARP sponsors programs which assist with grants and resources. University of Maine Center on Aging will also assist with programs. Town of Windsor would have to agree to become a member. AARP and UMaine Center on Aging will work directly with the Town to coordinate additional programs and not just transportation assistance. Chelsea,

as part of the program, offers meetings and luncheons for the aging community as well as other community outreach services for elderly residents.

- There is potential to coordinate with China and Palermo for volunteer transportation.
- Scheduling software is available to assist with volunteer driver program.
- Committee formed will involve Town directly with applying for state and federal grants. Town sanctioning this committee and program will remove fear and support residents with these endeavors.
- Steve Hoad has worked in the past as a grant writer, survey creator, advertising designer and will assist with all advertising and outreach for this new program.
- KVCAP online survey is available printed at Town Office and posted on marquee board.
- Steve Hoad also suggested speaking with Sheepscot Valley Health Center for program coordination as there is a great need for transportation for patients for medical appointments. He also thanked the Select Board for bringing in representative from KVCAP to discuss and present information on transportation.
- Haleigh Moran stated the Town has followed through on sending a community coordination announcement of Windsor's involvement in a volunteer transportation program to Palermo, Chelsea, and China.
- Steve Hoad also mentioned there might be some push-back from local businesses as in other towns there has been concern of losing customers because of a bussing schedule that transports residents out of town. Hussey's General Store would be one proposed bus stop in town to transport to Augusta. To be further discussed as committee and program is formed.
- Tom Reed mentioned that the online Transportation Survey that, the Town posted on the website is a non-editable PDF. Haleigh Moran stated that she will work with Joyce Perry to change this so that residents can fill the survey out online. Tom Reed also complimented Public Works for their work this winter on maintaining the roads.
- Nancy Fish brought up concern about the change of hours for the Transfer Station. Hours were changed and there was no vote on the removal of Mondays and shift of hours from 2pm-7pm to 12pm-5pm on Wednesdays and Fridays.
- Tom McNaughton relayed that there does not need to be a vote as this is a policy change that the Select Board does not need to meet and vote on.
- Nancy Fish, Planning Board, requested that the Select Board request Arthur Strout, Code Enforcement Officer, attend their meetings. William Appel Jr. requested Haleigh Moran speak with Arthur requesting that he attend Planning Board meetings on the first Monday of each month to stay apprised of any deed restrictions. Nancy Fish stated that restrictions and changes are listed on the deeds and not posted in their Meeting Minutes so he needs to attend as he cannot enforce code if he is unaware of these restrictions.
- Moira Teekema, Budget Committee member, requested Select Board notify Budget Committee members need to attend Select Board budget meetings to have better understanding of changes. Haleigh Moran will have the office contact current members with this request.

Meeting Minutes:

- Meeting Minutes were presented for December 30, 2025. Pending review by Katrina Smith – State Representative District 1.
- Nancy Fish brought up vote for advertising costs for planning board public hearings was not listed. **Ray Bates made a motion to approve costs for advertisement of Public Hearings to be the responsibility of the applicant after January 1st, 2026, seconded by Thomas McNaughton, and approved 4-0-0.**
- Steve Hoad did voice concern at the delay of Meeting Minutes being approved. He suggested at least the business, votes and such, be approved and disclosed even if discussions from special guests need review. Those can be posted at a later time.
- Signed Addendum to General Assistance Appendices.

Departments:

Public Works: Allison Whynot on behalf of Keith Hall.

- Sand/Gravel – there has been no increase in price.
- 1 Ton Truck, pipe rebuilt in shop, hydraulic leak repaired in shop.
- Salt is scarce in the state, currently state is outsourcing to meet needs of road treatment. Our surplus from last year has helped us maintain roads this year.
- 50% through Town contract with McGee Construction for winter road maintenance.
- Contract for plowing with part-time employee is just under 45% through. Half-way through winter road season.

Transfer Station:

- Greg Feltis – After meeting with the Bureau of Labor fines were reduced by half. Currently need to pay \$1,050.00. Currently keeping up with oversight, new policies and adherence, corrected safety procedures and awareness.
Greg Feltis suggested the Town enter into the Safety & Health Award for Public Employees (SHAPE) program. Currently Windsor Volunteer Fire Department is part of this program. This will prevent surprise inspections. He will work with Haleigh Moran to follow compliance to qualify for program and collect information on costs and requirements. Bureau of Labor offers free training. They will also provide a presentation of program and requirements for compliance. Tom McNaughton suggested annual trainings be mandatory for all Town employees. Ray Bates recommended two meetings to allow for employee attendance.
- **Ray Bates made a motion to appropriate funds for fines from Tipping Fee line item of the Transfer Station budget, seconded by William Appel Jr., and approved 4-0-0.**
- Transfer Station report for over/under budget was discussed. They are over budget for the year. Matthew Taylor questioned why the Transfer Station is over budget and in the red and how long has this been happening.
- Tom McNaughton stated they are currently up by \$12,000.00 this past month for revenue. Overall the Transfer Station is not in the red.
The line item for wages has been exceeded, however, there are funds available to cover costs. This line item was affected by over-staffing. At the end of the year, any department line items that are over budget will be supplemented by other line items within that department's budget to balance out.
- Tom McNaughton discussed Transfer Station hours have been changed once more. Originally the schedule was for 3 days and was increased to add Monday for summer residents need and to

accommodate for issues with breaks on Saturdays. Monday is being removed at this time due to reduced resident use. Saturdays will not be brought back up to an 8 hour shift as taking breaks has been an issue. Wednesday, Friday, and Saturday will remain open for 5 hours only.

- Staffing issues will be discussed in Executive Session.

Animal Control Officer: Haleigh Moran on behalf of Joshua Barnes.

- One call in December for a stray feline.
- Upcoming dog license enforcement starting in February.

Code Enforcement Officer: Greg Feltis

- Greg Feltis made contact with the owner of the Pelton Road property about removing trash. At this time owner is in hospital for surgery and will need at least three months to recover. No new trash should be disposed of on property. Once owner returns to remove trash he can apply for hardship to allow more time to remove refuse and work with Town on accrued fines. No citation will be issued at this time.

RSU #12: Haleigh Moran

- Current budget reporting from RSU #12 is for a 6% increase.
- Meeting with Superintendent Howard Tuttle forthcoming.

Consideration of Warrants #30 and #31:

- Discussion: Ray Bates, after reviewing time cards noticed that one in particular for the Transfer Station had been filled out by hand and not approved by manager. Usually write-ins are for special projects and not every day punches. This was an entire week of scheduled punches and card was not signed off on by Tim Coston, Transfer Station Manager. Policy is workers get paid according to their time punched.
- Board members discussed policy that employees will not get paid unless hours are punched or single incidents of write-ins are authorized by management. If this is not adhered to a warning will be issued and kept under review for future. The Town Manager will write a memo to transfer station staff reiterating this policy.
- **Ray Bates made a motion to approve Warrants #30 and #31, seconded by William Appel Jr., and approved 4-0-0.**

Reed Fund:

- Bonnie Squier asked if Andrew Ballantyne will remain on the for the Reed Fund as he is no longer a representative for the Select Board.
- Scheduled meetings have recently been canceled. December was canceled due to weather and January 12, 2026 was canceled and needs to be rescheduled. Haleigh Moran will be contacting all members to discuss new meeting date.
- Board members for the Reed Fund need to be the Town Manager, a representative from the Select Board, the Principal of Windsor Elementary, and two community members. The current board at this time is Haleigh Moran – Town Manager, Allison Whynot – Select Board, Heather Wilson – Principal, as well as Bonnie Squier and Ronald Brann as community members.

William Appel Jr. requested that updated names and titles are posted for Town employees on marquee. An announcement for new Town Manager – Haleigh Moran, new Town Clerk – Amelia Jones, new Treasurer – Kelly McGlothlin, and new Road Commissioner – Keith Hall, need to be listed.

Thomas McNaughton made a motion to go into executive session pursuant to 1 M.R.S.A. §405(6)(A) to discuss personnel matters to include Select Board Members Ray Bates, William Appel, Jr., Thomas McNaughton, Allison Whynot, and Town Manager Haleigh Moran, seconded by Ray Bates and approved 4-0-0 at 8:30 p.m.

Meeting Adjourned:

Ray Bates made a motion to exit executive session, seconded by William Appel, Jr. and approved 4-0-0. Board members reaffirmed that Timothy Coston holds the formal title of Transfer Station Supervisor. Meeting adjourned at 9:17 p.m.

UPCOMING MEETINGS:

- **Special Select Board Meeting January 20, 2026 at 6:00 pm – Budget**
- **Select board Meeting January 27, 2026 at 6:00pm – Budget discussion if time allows.**
- **Planning Board Meeting February 2, 2026 at 7:00pm**

Respectfully Submitted,

**Moirra Teekema
Selectboard Secretary**



DELTA AMBULANCE
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Prepared for the Town of Windsor January 13, 2026 Select Board Meeting

Per-Capita Service Fee for contract period 7/1/26-6/30/27: **\$60 (12 month charge shown below)**

sq mileage

	Town	Population	Per Capita	Total Subsidy
39.46	Albion	2006	\$60	120360
57.93	Belgrade	3242	\$60	194520
29.06	Benton	2715	\$60	\$162,900
56.86	China	4408	\$60	264480
54.58	Fairfield	6478	\$60	388680
28.17	Oakland	6381	\$60	382860
31.72	Rome	1148	\$60	68880
45.51	Sidney	4645	\$60	278700
24.76	Smithfield	925	\$60	55500
22.81	Somerville	621	\$60	37260
47.81	Vassalboro	4419	\$60	265140
47.51	Whitefield	2313	\$60	138780
35.52	Windsor	2632	\$60	157920
	Billed	41,933		\$2,515,980

Actual Service Fees received in 2026 will be **\$1,991,818 ... \$125,020 for Windsor**

2026 Budget Summary

Gross Revenue	\$18,486,018
<i>Call billing, mileage, grants, misc. income, town service fees</i>	
Adjustments	\$9,600,114
<i>Contractual allowances, write offs</i>	
Gross Profit	\$8,885,904
Expenses	
Labor	\$6,333,876
Salaries	
FICA	
Payroll Fees	
Benefits	
Umbrella Insurance	\$395,000
Other Operating Expenses	\$2,066,125
<i>Supplies, Repairs, Fuel, Communications, Tech/IT, Utilities, Depreciation, ...</i>	
Net Income	\$90,903
EMS Division Net Income	\$36,050

- 3 daytime ambulances reserved for daytime EMS Mon-Fri, 2 for all other times
- Paramedic service maintained
- Adjusting Maine EMS-approved response plan (already in place) to achieve more operational flexibility