

KEMS 40TH ANNIVERSARY

1979-2019

IN APPRECIATION AND REMEMBRANCE TO THOSE WHO
HAVE CONTRIBUTED TO OUR SUCCESS



KENNEBUNKPORT EMERGENCY MEDICAL SERVICE INC

SEPT. 15, 2019

This Appreciation and Remembrance celebrates all of those who have given their time to make KEMS the success that it is today. This includes at the beginning the volunteers and later the Paramedics, EMTs and drivers who are now employees of the non-profit corporation. Length of Service to KEMS has been as short as less than a year to 37 years.

In our 40 years to date, KEMS has responded to over 12,000 + calls using over 360 volunteers and employees. Add to this list the additional 46 volunteer members who have served on the Board.

KEMS mission has not changed from the original concept. The changes have been the business model used to provide these services.

HISTORY OF KENNEBUNKPORT & KEMS

Bibber's ambulance served the community for over 40 years prior to the creation of KEMS as mentioned in the Town report "KENNEBUNKPORT PUBLIC SAFETY 1979 REPORT OF THE ACTIVITIES OF THE COMMUNICATORS". The report continues to give the following account: Prior to June 1 the Communicators acted as radio base for Bibber's Ambulance Service 116 times. Since June 1, the Communicators have received the request, alerted the crews and acted as radio base for KEMS 131 times.

The 1979 Town Report, KENNEBUNKPORT PUBLIC SAFETY 1979 REPORT OF THE ACTIVITIES OF THE COMMUNICATORS references a single busiest telephone answering was done at 7:30 P.M. on July 28th when 100 calls were received in a half-hour's time concerning the earthquake.

When the Bibber family decided to get out of the ambulance business, the Town of Kennebunkport was very different place from today. Lobstermen and fisherman lived on the bays, harbors and inlets of the coast. Farmers had dairy cows, sheep and chickens, tree farms their trees, and everyone had a small garden for growing food. The town was divided into 4 distinct districts: Goose Rocks, the Cape, Wildes District and the area around Dock Square. The rest of town was rural forest and farms.

George H.W. Bush became Vice-President in 1981.

The old "cottages" on Ocean Avenue were not winterized. The Goose Rocks' "season" was based on the water being turned off in Oct and turned on in April. The Town at that time had 4 separate fire Departments with 4 separate Chiefs: Doug Emmons at the Cape, Robert Shuffleburg at Wildes District, Royal Smith at Goose Rocks and Charlie Brown at Port Village.

These four gentlemen had their own input on the creation of KEMS at the time. This was another reason KEMS became a separate entity. Since there was not an organized town fire department to absorb ambulance functions, KEMS became a non-profit, private ambulance service. The actual Kennebunkport Fire Department (KPFD) did not come into being until 2005.

In 1979 Joseph Burrows (Father of James Burrows), the Town of Kennebunkport Constable, posted notices that a special Town Meeting was being called to consider the creation of an Ambulance Service on May 24, 1979. The Town Meeting accepted all of the provisions and shortly thereafter KEMS became the Town's ambulance service.

The Town's Selectmen in 1979 were:

- H. Stedman Seavey
- Ruth Landon (d)
- Sarah Wentworth
- Sterling Dow III (d)
- Michael Phelps

The Town Manager was Daniel C. McDonald II

The unknown author of the following account of KEMS start up:

"How do you start an ambulance service? That's the question that faced Kennebunkport residents when, in January of 1979, Earl and Dick Bibber announced that, as of June 1, 1979, after years of service to the community, they would no longer be providing emergency ambulance service to the town. A number of citizens, including Dave Rolfe, Dave Walley, Ken Campbell, and Val Hollingsworth, set about getting an answer.

The attempt to answer the original question spawned the many issues that had to be addressed: state regulations regarding ambulance operations; money to purchase all the necessary equipment housing the ambulance; staffing and training; communications; all the final preparations to insure a smooth transition.

Dan Manz, the Southern Maine Emergency Medical Services Regional Coordinator, provided the know-how to work through the state regulatory procedures. His guidance, provided in a manner unique to Mr. Manz, allowed for a fairly snag-free application process.

A very basic budget was formulated and presented to the Selectmen. It was requested that the town provide "seed funding" amounting to \$19,000 to get the service through the first year (actually the first six months). Subsequent yearly funding was to be provided through subscriptions, patient billing, and donations. It

was intended for the service to be self-supporting. At a special Town Meeting on May 24, 1979, the funds were unanimously approved.

Probably the most far reaching decision (the immense ramifications of the decision, both politically and personnel related were not fully realized at the time) was the choice to make the ambulance service a separate organization from the town government. Dave Rolfe questioned many of the area departments. Ray Parent, Chief of the Biddeford Fire Department, Alan Pinkham from Wells, and Leon Works from York were three of many who provided information which aided in that decision. Dave Walley, Ruth Landon, Beryl Bilderback, Ben Tito, Pat Brannon, Dr. Paul Gilpatrick, Henry Beauvais, and Dr. Lyman Page all agreed to serve on a Board of Directors. A set of by-laws was drawn up, KEMS (Kennebunkport Emergency Medical Services, Inc.) was established, and another hurdle was cleared.

With the help of Earl Bibber, KEMS purchased its first vehicle. Mr. Bibber sold his ambulance and equipment to the Town of Kennebunkport for the sum of \$1.00. The Bibber ambulance was then used as a trade-in along with \$7,800 from the allocated funds to purchase the used Cadillac ambulance that became KEMS' "A-1."

With Father Mulkern's help, KEMS obtained use of the garage behind St. Martha's Church on North Street. Doorways were modified, some electrical work was completed, and A-1 had a home.

Following an informational article in the local papers, an ambulance service information meeting was held in April at the Legion Hall. Those attending that meeting formed the basis for the first roster of KEMS personnel, a mix of trained and untrained individuals. All, though, had a strong desire to provide a much needed volunteer service to the town. Police officers Bob Sullivan, Gary Ronan, and Woody Bodwell, who were also EMT's, provided their services both on and off duty.

As the June 1st deadline approached, the intensity of activity increased proportionately. Jim's Service Center spent one and a half days giving the newly purchased ambulance a thorough inspection and making any repairs necessary to insure its reliability. Merle Crowley then spent a day installing the radio equipment that would provide communications with the dispatchers, KEMS responders, and the hospitals.

At 6:00 P.M., on June 1, 1979, Kennebunkport Emergency Medical Services became a reality.

KEMS would grow over the next ten years through the immense dedication of its active members and the Board of Directors. The citizens of Kennebunkport would prove to be very supportive of the service through not only their annual memberships, donations, and services provided, but also by their interest in and encouragement of our work. Cooperation between KEMS, the fire departments, and the police department would prove invaluable in providing ambulance total service to the town. KEMS would be a success."

All the founders lived and for the most part worked in the Town of Kennebunkport. They came from many professions including banking, advertising, education, police and fire and the medical community. Their medical credentials were made up of EMT Emergency Medical Technician, RN Registered Nurse, LPN Licensed Practical Nurse and Advanced First Aid.

The only active people from the original founders still with KEMS today are Dan & Sarah Beard.

The first time a KEMS Report appeared was in the 1979 town report, distributed before the 1980 Town Meeting, says a great deal about the first seven months of operations:

**REPORT OF THE KENNEBUNKPORT EMERGENCY MEDICAL
SERVICES, INC.**

Town of Kennebunkport 1979 Annual Report

KEMS has been in operation a full seven months - a busy seven months. During this time, we have purchased a 1973 ambulance, found free garage space (at the rear of St. Martha's Roman Catholic Church), equipped the ambulance, had it inspected and licensed by the State of Maine, and recruited a 24-hour, seven-days-a-week volunteer team under the direction of David Rolfe.

This volunteer team of 17 people is comprised of Emergency Medical Technicians (EMTs), advanced first aiders, registered nurses and licensed practical nurses.

KEMS began with a \$19,500 gift from the Town of Kennebunkport and a 1971 ambulance from the Bibber Ambulance Service. We do not plan to ask for any town funds. We hope to be able to operate this important life support service from users' fees, gifts and from our membership drive. Joseph W. Warner, Kennebunkport, a Certified Public Accountant, has conducted an audit of our books at no cost to KEMS. His audit appears at the end of this report.

We have received a tax-exempt classification from the Internal Revenue Service. Gifts and donations to KEMS are tax deductible as provided under section 170 of the Internal Revenue Code.

KEMS answered 138 ambulance calls from June 1 to December 31, 1979.

Kinds of Ambulance Calls:

Automobile & Bicycle Accidents	17
Other Accidents	25
Illness	88
Total	130

Calls where no transportation was necessary	5
Stand-by Calls	2
Death Calls	1

Grand Total 138

Number of Ambulance Runs Per Month

June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Total
16	13	30	30	16	11	14	130

Number of Ambulance Runs on a Day-of-the-Week Basis

Sun.	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.	Total
13	17	13	14	19	26	28	130

Number of Ambulance Calls per Day, per Shift

	Sun.	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.	Total
Day	6	12	8	6	12	12	11	67
Night	7	5	5	8	7	14	17	63

Average response from time call is placed to the time the ambulance arrives at the scene is seven and a half minutes.

We feel we have made a solid start due in great measure to the confidence of the people of Kennebunkport, the support of the municipal officers, the splendid cooperation of the Kennebunkport Police Department, and the high caliber of the dedicated volunteers who man the ambulance. These volunteers are:

- *David H. Rolfe, EMT, Chief of Operations
- Kenneth W. Campbell, Assistant Chief
- *Daniel B. Beard, EMT
- Robert H. Berube, AFD
- *Verne (Woody) Bodwell, EMT
- *Francis H. ("Skip") Dore, EMT
- *Vivian Fessenden, EMT
- Gilbert W. Fessenden, Instructor, First Aid
- Valentine Hollingsworth, EMT
- Robert M. Howes, AFD
- Timothy L. Hutchins, AFD
- *S. John Nompleggi, EMT
- *Gary T. Ronan, EMT
- David A. Stone, AFD
- *Roberta (Robin) Stone, L.P.N.
- *Robert F. Sullivan, EMT
- *Annalee Wright, R.N.

E.M.T. - Emergency Medical Technician
R.N. - Registered Nurse
L.P.N. - Licensed Practical Nurse
A.F.D. - Advanced First Aid
* - Crew Chief in Charge of Ambulance

Our long-range plans are to replace our 1973 ambulance and eventually find a piece of land on which to erect a small building to house our ambulance.
KEMS success is concrete evidence that people working together for the common good can accomplish much that will benefit all the people of Kennebunkport.

Respectfully Submitted,
H. David Walley, President
David Rolfe, Chief of Operations

BOARD OF DIRECTORS - KEMS 1979/80

H. David Walley, President
Dr. Paul Gilpatric, Vice President
Mrs. Beryl Bilderback, Treasurer
Mrs. Patricia Brannen, Secretary
David Rolfe, Chief of Operations
Mrs. Ruth Landon
Dr. Lyman Page
Henry Beauvais
Ben Tito

Webber Hospital on Elm Street (Route #1) in Biddeford was the closest medical facility when we started in 1979. In 1980 the hospital changed its location to the current campus on Alfred Road (Route #111). It changed its name to Southern Maine Hospital on Oct. 1, 1985.

YEARS OF SERVICE TO KEMS

Three individuals have been part of KEMS serving the longest time in various capacities.

This top distinction goes to James Burrows at 37 years serving as the President for 14 years, Secretary for 4 years and now Treasurer. In the last 4 years he has been driver "A101" too.

Sarah Beard is currently our Secretary of the Board since 2014 and served on the Board previously in 1990. She was Chief of Operations for 7 years from 1987-to 1990 and again from 1994 to 1997. Her total years of service are calculated at 32 years. She held an EMT Intermediate license.

Dan Beard one of the original founders, is still working with KEMS, a total of 35 years. His credits include 3 years from 1981 to 1983 as Assistant Chief of Operations. He, like Sarah, was an EMT Intermediate. He is currently driver "A100".

Currently on the Board are 2 other long-term members.

Torry DiDonato has 15 years of service, 12 years as the Vice President.

John Phillips has just stepped down this year as our Treasurer after serving for 10 years. He is the longest serving Treasurer in KEMS history. A grateful Board elected John to Treasurer Emeritus in honor of his long service. John has a total of 11 years.

Other past Board members with a contribution of over 11 years are:

Omer Thibodeau, MD. (1984-2004) 21 years, our longest serving Medical Director.

Kathy Anuszewski (1988 to 2006) serving as President for 3 years, Vice President for 13 years and 1 year as Secretary. Kathy is the daughter of Joe Finn, see below.

Ruth Fernandez (1989 to 2004) served for 16 years, 5 years as Secretary 2000 to 2004

After Al Whitcomb served as our Treasurer for 7 years, Robert Ludwig (1989 to 2003) was the Assistant Treasurer for a single year in 1990 and then assumed the duties of Treasurer for the next 6 years retiring in 1997. He was voted by the Board at that time to be Emeritus and served 6 additional years advising the Treasurer who was Sue Seaver. He had a total of 14 years of-service.

Sue Seaver has also had 14 years of service. Her tenure was 1999 to 2008 and 2011 to 2014. Sue was the second longest serving Treasurer from 1998 to 2006. She, too, was voted an Emeritus status and advised Treasurers for 2 additional years.

John Spita served on the Board for 14 years.

Joseph Finn Jr., father of Kathy Anuszewski, served on the Board from 1983 to 1996. Joe was President for 9 years from 1988 to 1996. In the middle of his term in 1996 Joe passed away and the remainder of his term was filled by Richard Nickerson, another long-term Arundel representative.

John Cliche served for 13 years as the representative from Arundel, 1996 to 2008. 2008 was the last time there was representation from the Town of Arundel on the KEMS Board. Arundel started its own ambulance service.

Freeland K. Smith served on the board for 12 years from 1997 to 2008. He held the Secretary position from 2005 to 2008 a total of 4 years. In addition to his years on the

Board Freeland was a member of the crew from 1987 to 1997 and was a Driver in 2013 and 2014 a total of 13 years. His combined years volunteering for KEMS was a total of 25 years. His son Royal Smith was involved around 1979-1980, grandson Shawn was a driver for 5 years (2013-2017) and currently grand-daughter Jacquie Hurlburt (EMT) 7 years to date and her husband Mike Hurlburt (Paramedic), 7 years, continue on the tradition. Michael served 4 years as the crew rep on the Board. Royal Smith's wife was the billing clerk at the beginning of KEMS

Richard Nickerson was the Arundel representative from 1984 to 1996 a period of 12 years. He served as Vice President in 1996 and finished Joe Finn's term as President.

Geraldine Serreze spent 12 years with KEMS from 1984 to 1995. Geraldine was the longest serving Secretary doing the job from 1984 to 1995 a total of 12 years.

H. David Walley was the first President of KEMS and held the position for 2 years 1979-1980. He also served as Secretary for two years in 1981 and 1982. His total time on the Board was 11 years retiring in 1989

Anne Laflamme spent 4 years on the Board from 2010 to 2013. Her greatest contribution was the additional 29 years she spent volunteering at KEMS. Her license was at the EMT Intermediate level. She was Chief of Operations for 7 years from 2005 to 2008 & 2011, and 4 years as Assistant Chief of Operations 2004 & 2012 to 2014, a total of 33 years to date.

Other members of the Board who have a greater time counted as a member of the crew and on the Board would be the following:

Dr. Pete Tilney started out as a Trainee, ran up to Paramedic and then became our current Medical Director with a seat on the Board for the last 7 years. Total time 23 years and still going strong.

Chip Howarth, served on the Board for 6 years, 2001 & then 2009 to 2012. He was President of the Board for 4 years. His total years of service 28 years starting as a trainee and proceeding up to being a Paramedic.

Susan Stedman (d) served as a Board Member for 2 years 2015 to 2016 before she passed away. Sue was Chief of Operations for 4 years from 2002 to 2004 and Assistant Chief for 5 years 2005 to 2009. Her total years of service to KEMS was 19 years. Susan's husband Dick Stedman has been a member of KEMS for 13 years. Dick was the first "Crew Rep" member of the Board serving from 2010-2011. Their daughter, Amy was a member of KEMS for 3 years 2015-2017.

There are other family members of KEMS who have served during the forty years.

We have Richard & Earl Bibber to thank when they decided to no longer to provide ambulance services (Bibber Ambulance Service) to the Town of Kennebunkport and

contributed our first ambulance. The family has been involved with KEMS over the years. Doug Bibber in 1996 & 1997 and his son Luke (EMT) started to run with us in 2018- and is still providing some shift coverage.

“Skip” & Laurie Dore 1979 to 1990 FOUNDER

Donna & David Rolfe

David Rolfe (d) 1979 to 1989

Donna 1980-1986

Will Rolfe their son. Will Rolfe contributed on our facebook page about his memories of being A-100 and later an LAA and states he has been an EMT for 32 years and has a son who is 3rd generation EMT.

KEMS DEDICATED SOME OF THE CREWS ORIGINAL CALL NUMBERS TO SPECIFIC INDIVIDUALS

A-16 WAS RETIRED IN MEMORY OF GIL FESSENDEN

TRAINING

KEMS ACADEMY OF EMERGENCY CARE. Education is a primary focus of the KEMS mission. A person could approach us and we would help to fund their training in return for their service to KEMS. It was paramount for KEMS to train their local volunteers who had already contributed years of service and would continue to serve.

In the past KEMS monthly meetings usually had training as part of the agenda.

MEDICAL DIRECTORS

Our Medical Doctors were always selected from our immediate area.

2 of our Medical Directors got their start with KEMS

Dr. Andrea (Savona) Brown, MD

Basic	1995 - 1997	
Medical Director	2005 – 2011	7 years

Dr. Pete Tilney, DO

Crew	1993 – 1994	
Basic	1995	
Intermediate	1996 - 1999	
Paramedic	2000 - 2008	
Medical Director	2013 – current	7 years to date

Our other Medical Directors

Dr. Lyman Page (d)	1979 - 1981	2 years
Dr. Earl Freeman	1982 - 1983	2 years
Dr. Paul H. Gilpatric (d)	1983 1983	1 year
Dr. Omer Thibodeau	1984 – 2004	21 years

In 1979, KEMS original PO Box number was 460-B and cost \$10.00/year

KEMS PO Box 1761 today costs \$150.00/year

OUR RIGS

The size of the rig is determined on what will fit in our station at the time of service. There are 3 generic types of Ambulances:

TYPE 1 = Based on a truck style body and chassis with a separate cab. Heavy duty would not fit in any of the stations over the last 40 years

TYPE 2 = Based on a long wheelbase van type with an integral cab. Gross vehicle weight between 9,201 lbs to 10,000 lbs.

TYPE 3 = Based on a van chassis rather than a truck chassis with an integral cab. The TYPE 3 have been the only style used in KEMS for the last 40 years

1979 to 1979

1971

CADILLAC

1 year



This ambulance was a High-Rise Model 86 Red & White. Not a lot of room to work on the patient

1980 to 1981

1974

CADILLAC

\$7,800.00

2 years



This ambulance was purchased used from the Madera Volunteer Fire Company in Madera, PA. This ambulance was also a High-Rise Model 86 Red & White

The last sedan-based Cadillac ambulance was made in 1979 by Superior. The last sedan-based ambulance/hearse was made in 1985 by a Bayliff of Norwalk, Ohio.

1982 to 1988

1982

BRAUN TYPE III

\$43,000.00

7 years



KEMS borrowed money to purchase A-1 and paid the debt off by March of 1983
Dedicated to the memory of M. Abbott Pendergast

This ambulance was sold to the Town of Arundel when they started their own ambulance service.

1989 to 1997

1989

BRAUN TYPE III

9 years



1998 to 2002

1998

BRAUN TYPE III

5 years



This ambulance was dedicated to the memory of Joe Finn, Jr. and Richard Nickerson who both passed away while serving on the Board in 1998.

2003 to 2010 2003 ROAD RESCUE TYPE III *1 7 years



This ambulance was dedicated to Dan & Sarah Beard on their “retirement” as founders and 25 years of dedicated service to KEMS

2011 to 2019 2011 HORTON III *1 9 years and counting



2020

budget \$250,000.00 equipped

*1 FUNDED ENTIRELY FROM OUR ENDOWMENT

To be replaced in July 2021

Our current “Ambulance Vehicle License” is for a TYPE III (TRANSPORTING)

The license plate for A1 has always been "COACH" #53. This number was the original number when KEMS first started 40 years ago and was transferred over from the Bibber Ambulance Service.

KEMS HOME

There have been 3 garages that have been homes for our ambulances.

At the current site of 32 North Street in 1979 was St. Martha's Church that allowed KEMS, when they first started, to use a garage at the rear of the property. The old Cadillac ambulances barely fit in the unheated garage.

When discussions turned to getting a larger rig that the crew could work in attending to a patient, a new home was required. There were surveys done to determine the center of the service area which at that time include Arundel south of Route 1. We have a design and cost for a new stand-alone station to be built on a parcel of land that KEMS could purchase. Land discussions for this station included the location of the present-day Legion Hall or across the street where the present-day Police-Health complex is located.

The Atlantic Volunteer Fire Company at the time was looking to purchase a larger ladder truck that required an addition to the existing station in Cape Porpoise. Due to its central location and the terms of the lease, KEMS entered into an agreement to share these quarters.

The second home was at the Port Village Fire Station behind the current Town Hall on Elm Street. This was temporary location while the Cape Porpoise Station was being renovated. The current home of KEMS has been at the Cape Station, 173 Main Street in Cape Porpoise since 1984.

Our original lease in 1984 was \$1,500.00/year plus ¼ of the utilities. Today it is the same.

THANK YOU, ATLANTIC VOLUNTEER FIRE COMPANY (AVEC)

COST OF SERVICES

The original 1979 proposed fee schedule was:

Emergency Runs & Transfer Base fee – Resident	\$30.00
Emergency Runs & Transfer Base fee – non-Resident	\$50.00
Plus Loaded	\$1.50/mile
Calls answered with no subsequent run	\$25.00
Supplies and oxygen	\$10.00
Charge for additional patient (per patient)	\$10.00
Waiting Time	\$15.00/hour

Today our services cost:

Basic	\$1,200.00
Advanced Life Support	\$1,800.00
Mileage	\$19.00/mile

KEMS is currently licensed by the State of Maine as an “GROUND AMBULANCE SERVICE LICENSE” with a license level of ‘EMERGENCY MEDICAL TECHNICIAN” and a permit level of “PARAMEDIC”.

KEMS originally in 1979-1980 started to also solicit funds by subscription for \$10.00 per year for a family membership; you, your family and guests visiting your home were covered. The current Board of Directors instituted a subscription program starting in the calendar year 2019.

Cell phones started to have wide spread use after 1983 in the US.

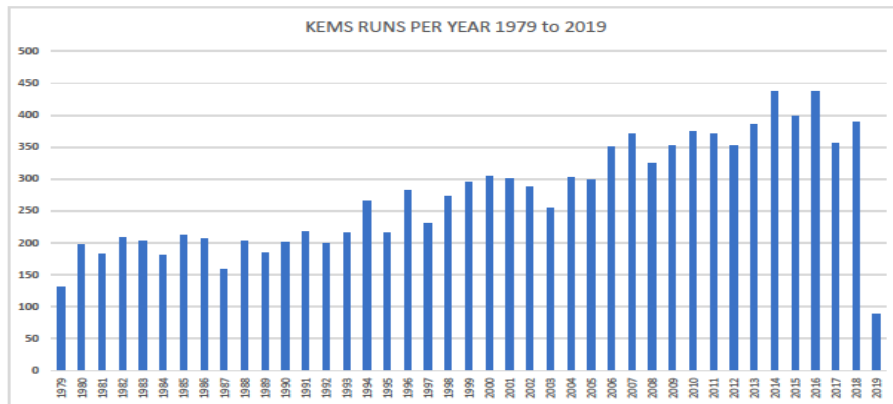
In 1981 the Insurance budget was \$3,500.00/year. Today the amount is just under \$30,000.00/year

HISTORY OF OUR CALENDAR YEAR RUNS

The attached graph illustrates the runs for each year KEMS has provided service to the Town of Kennebunkport. The total runs number over 12,000.

5/12/2019

per year 04-28-2019.xlsx



In 1986 it was reported that 26% of the runs were “No Transport” and were not billable. With a volunteer crew these numbers could be absorbed, but cash was still needed to pay the cost of the vehicle maintenance/operation and the need to pay for the insurance. Once services were provided by stipend or per diem personnel that cost had to be accounted for. The endowment was the funding source when there was a shortfall from Revenue from Services.

The current mix of recent runs are:

25% non-transport 75% are revenue producing.

Of these current runs the break-down by age is as follows:

50% of the runs are for patients over the age of 60

40% of the runs are for patients ages 19 to 59

10% of the runs are for patients under the age of 18

A volunteer crew is dependent on those responders being in town to respond to the calls. The town’s demographics started to change with more and more people working out of town. Run statistics became important to separate daytime from nighttime. Daytime runs became harder and harder to fill over the years. Again, going out beyond Kennebunkport became a necessity but along with that a facility that housed the ambulance needed to have a kitchen and rest room facilities and eventually sleeping quarters. The other reason was the change in competency requirements mandated by State and Federal authorities. Longer hours of training, stringent requirements to retain your level of expertise added to the burden of a volunteer.

IN 1996 THE HIPAA LAW WAS ENACTED

COLLEGES & UNIVERSITIES AND KEMS

In September of 1999 is the first reference to recruiting at UNE. Chief of Operations Chip Howarth contacted the UNE (University of New England) EMS Club.

Interns

Between 2007 to 2019 there have been over 60 UNE students involved with KEMS.

Live-ins

Josh Grzyb	UNE	PARAMEDIC	2007
Nathaniel Oz	UNE	IN MED SCHOOL	2008
Craig McCord	UNE	CARDIAC TECHNICIAN	2008
Katie Hook	UNE	PARAMEDIC	2012
Nick Demonte	UNE	IN MED SCHOOL	2014

Sarah Lurvey	UNE	MD	2009
Greg Griffin	SMCC	PARAMEDIC	2017

In 1978, St. Francis College and the New England College of Osteopathic Medicine were combined to form the University of New England, located in Biddeford Pool.

Anne Laflamme is currently the advisor to the student-based organization at the University of New England (UNE) The official name of this organization is University of New England Emergency Medical Services Club (UNE EMS). This group provides emergency medical care on campus. Many of these same students have been accepted by KEMS over the years during their matriculation at UNE.

FUNDING KEMS

The Town of Kennebunkport presented a gift of \$19,500.00 as seed money for KEMS. It was the vision of the founders to keep KEMS financially independent from the town by using “USER FEES” or revenue from services, gifts and a membership drive. This business model worked for a number of years due to the fact that all service providers were volunteers.

The changes in financing the ambulance service is directly tied into the changing demographics of the Town of Kennebunkport, State of Maine and the country.

When all of your volunteers live and work in town it is easy to get 24/7 responses in less than 5 minutes to man the rig.

As the pool of volunteers shrank in town, KEMS needed to go further afield to seek volunteers. As volunteers from out of town manned the station 24/7, the station needed to provide services for live-in personnel. At this time to attract and keep volunteers, KEMS instituted paying a stipend. The idea was first floated in September of 1997. As this business model did not meet the needs of KEMS staffing requirements, the decision was to start hiring Per diem Paramedics. At first the program was for weekends during busy seasons and eventually to 24/7 coverage. Over the years State of Maine requirements of ambulance service changed with more and more specialty equipment requiring better trained personnel to administer the equipment for patient care.

One of the methods of Fund raising in the past was to raffle off Quilts donated to the company.

1990 Virginia & Florence Bradbury (Chip Howarth’s grandmother and Aunt

1987 Virginia & Florence Bradbury

1985 Virginia & Florence Bradbury

Earlene Clough was responsible for setting this up. Parking the ambulance at Bradbury’s (or elsewhere) selling raffle tickets every weekend.

Other fund-raising activities were:

- 1992 Fashion Show by Carla’s
- 1984 Ice Cream Social
Tupperware Party
Road Race “THE FIRST KEMS MARATHON” a 5k foot race.
Invitational Golf Tournament
- 1985 Taste of the Port
Kennebunkport Dump Association
Creative Circle Party
Pitch & Putt

Earlene Clough would spearhead a can and bottle drive for years.

YEAR	FUND RAISING	TOWN APPROPRIATIONS
1979		\$19,500.00 (Gift)—May 24, 1979
1980	\$10,447.59	
1981	\$10,780.00	

In 2003 KEMS asked the Town for \$50,000.00 due to our unproductive annual fund drive. The Town gave us \$40,000.00

YEAR	FUND DRIVE	DONATIONS	TOWN APPROPRIATION
2004			\$ 40,000.00
2005	\$23,950.00		\$ 60,445.00
2006			\$ 55,000.00
2007			\$ 91,875.00
2008			\$109,000.00
2009			\$125,000.00
2010-2011			\$125,000.00
2011-2012			\$125,000.00
2012-2013			\$125,000.00
2013-2014			\$116,500.00
2014-2015			\$125,000.00
2015-2016	\$24,464.00	\$ 8,147.00	\$116,500.00
2016-2017	\$34,322.00	\$19,775.00	\$108,000.00
2017-2018	\$26,730.00	\$15,179.00	\$125,000.00
2018-2019	\$40,836.00	\$16,785.57	\$150,000.00
2019-2020			\$175,000.00

The KEMS Fund Drive and Donations have traditionally made up less than 20% of our required income.

DONATIONS – GIFTS- MEMORIALS

Many individuals have contributed to KEMS over the years through our yearly fund drive or out of the generosity of their hearts. Large donations of \$5000.00 or over are what our current endowment is built on. This has enabled KEMS to purchase the most recent ambulance using funds from that endowment.

In our beginning years, Dr. Robert E. Wise, MD, took an interest in our work and made available to us a Charitable Trust from whom we could request needed and sometimes mandated equipment: all of our original pagers and 2-way radios, our first defibrillator and our first LifePak 12 Heart Monitor/AED, as well as all of our original CPR mannikins and CPR teaching equipment. Dr. Wise was the CEO of the Lahey Clinic for 16 years and took great interest in KEMS.

Because of some of these grants, bequests, memorials and donations, we were able to place AED's (defibrillators) in the police cruisers and then later at Consolidated School, the nurse's office, the Town Hall, Parks and Recreation.

To all of the people who have donated to KEMS, no matter what the amount, we are incredibly grateful, because without that support, KEMS would not be as successful as it is today.

ENDOWMENT FUND

In the early years, as large donations and bequests were given to KEMS, the monies were placed into CD's at the best rate at that time by the Treasurer with the Board's approval. In 1998 the Board hired a professional company to be our financial advisor. This company managed our money for the next 20 years and with their help our endowment has grown enough that we can withdraw what we need to help fund the short-fall from revenue for services and still maintain a good endowment.

KEMS AND THE COMMUNITY

AED PROGRAM

As mentioned above, donations and grants of many kinds have made KEMS able to see that AED's be placed in most or all community centers like the school, the Town Nurse's office, the Town Hall and Parks and Recreation and in the police cruisers.

By doing this we have been named as a HEARTSAFE COMMUNITY which means that we have been recognized as doing excellent work to provide opportunities to enhance partnerships, resources, and services to improve cardio-vascular health and decrease deaths and disability due to sudden cardiac arrest, heart attack, and stroke.

To be recognized, the criteria are:

- . Cardiovascular related education and awareness activities.
- . EMS first response designated vehicles equipped with AEDs.
- . Public AED placement and training Advanced Life Support dispatched as primary or backup responders to all priority medical emergencies.
- . Ongoing evaluation of community “chain of survival.”
- . Community CPR training sessions (at least two free ones each year. We teach in churches, schools, at Rotary Meetings, fire departments, Park & Rec, KEMS.)

KEMS has been providing CPR training for our members and the community at large over the last 40 years. Some of the instructors have been:

Dean Auriemma
 Daniel Beard
 Sarah Beard
 Joe Carroll
 Victor Chewning
 “Skip” Dore
 David Doubleday
 Charles Howarth
 Anne Laflamme
 Matthew Leach
 Kevin L’Heureux
 Sonja Neilsen
 Shawn Sullivan
 Kenneth West

In May, 2011 KEMS was named a Maine HeartSafe Designee, a particularly exciting celebration of EMS month for us.

HISTORY

In 1996 the Kennebunkport Communications Center was moved from the top of Crow Hill to its present location within the new Police Station at 101 Main Street, Cape Porpoise. Many old-timers refer to the dispatch center as “the Hill” as it was located under the water tower at the top of Crow Hill.

2003 KEMS had a float in the Dump Parade and also entered Clara Troegner as a contestant in the “Miss Dumpy” pageant.

KEMS has been dispatched by the Communications Division of the Kennebunkport Police Department since our inception in 1979. George Dow has been dispatching for over 30 years and Deborah Laroche has been dispatching for about 20 years.

Junior Members

In 1983 a new classification was established for Junior members of KEMS

Peter Tilney

2003

L.C. Moshimer

2005

Chris Calcia

TYPICAL COMMITTEES OF KEMS

As a volunteer organization for the roughly first twenty years there was a need for individuals to help with the day to day management of KEMS. Records are sketchy, but some of the committees consisted of:

- Inventory and Supply
- Training
- Membership
- Quality Improvement (QI)
- Sign-up
- Radios
- Refreshments
- Inventory Supply
- Maintenance
- Historians
- New Ambulance
- CISM (Critical Incident Stress Manager)

PER DIEMS

When the ranks of volunteers became harder to fill, KEMS started to look at hiring Per diem personnel to fill the gap. By this time State and Federal mandates made it necessary to hire qualified Paramedics. Discussions were held on how to compensate these individuals. The first mention of hiring Paramedics was for the summer in 1999. Cost estimate was \$10,000.00

This was a difficult time for KEMS trying to balance the Per Diem hires and the Advanced Level volunteers.

THE CREW

Over 350 people from all walks of life have been part of the volunteer or paid employees of KEMS in these 40 years. 60% have served less than 10 years, with around 58% only serving for a year. During these 40 years there have been many activities that have allowed the group to have a sense of family. They trained together, had pot-luck suppers and honored each other. One of the original missions of KEMS was to believe in the advancement of the individual's competence. KEMS has funded many of the individual's advancement from Driver to EMT-Basic to EMT Intermediate and EMT Advanced and finally to Paramedic. Over the years the records show such things as man-hours spent volunteering, times of day and weeks, average response time. The key was to have a dependable crew ready to man the ambulance 24/7. The bonus for KEMS was the license level the volunteers had: in 1981, it was 80% of the crew had a contemporary designation of EMT.

THE TRANSITION FROM VOLUNTEER TO A PAID COMPANY

In April of 2001 it was voted to hire 2 paid employees of KEMS to cover the daytime shifts. Kevin Martin and Pauline Boyce were the first to cover. These individuals do not appear on the roster of KEMS. By September of the same year the Chief of Operations suggested that the hires be used through the third week of Oct. It is at this time that discussion started to go to the Town for additional help to fund the cost of the new employees.

As KEMS evolved there was a need to continue to attract volunteers who would be able to respond at set times during the day and night. As the resident volunteer pool diminished in Kennebunkport more and more of the volunteer responders were from out of town. Many were students at UNE and other schools and colleges in the region. KEMS started to pay all of these crew members a stipend. Many new issues started to become apparent: What happens when somebody answered the call but was not "on duty"? JUMP PAY became one of the methods to compensate those individuals. A few years ago, it was brought to KEMS attention that our paying a stipend to volunteers did not meet the definition of stipend of the IRS. It was at this time the Board instituted paying everybody starting at the minimum wage for the State of Maine.

Gloves were not required protocol in the early year of KEMS patient care,

CHIEF OF OPERATIONS – EMT CHIEF – CREW CHIEF

David Rolfe, was the first Crew Chief for 2 years (1979 and 1980). The job description for the Chief of Operations has changed over the years. The Chief of Operations was elected by the crew, today the Chief of Operations is hired by the Board starting in 2015.

To date there have been 14 individuals holding that position:

Francis “Skip” Dore for 3 years 1981 to 1983
Dan Beard for 3 years 1984 to 1986
Sarah Beard for 7 years 1987 to 1989, 1994 to 1997 Longest serving Chief
Caroline Lush for 3 years 1990 to 1992
Donna Day for 1-year 1993
Charles “Chip” Howarth for 3 years 1998 to 2000
Walter Hartley for -1- year 2001
Susan Stedman for 4 years 2002 to 2004 and 2009
Anne LaFlamme for 5 years (2005 to 2008) and (2011)
Mike Drew for 1-year 2010
Shawn Sullivan for 3 years 2012 to 2014
Brad Chicoine for 1-year 2015
Joe Carroll 4 years 2016 to current

ASSISTANT CHIEF OF OPERATIONS – EMT CHIEF – CREW CHIEF

Ken Campbell one of the original founders of KEMS was the first Assistant Crew Chief for 1 year 1979. Over the intervening years the Assistant Chief of Operations was elected by the crew. Currently the Assistant Chief of Operations is hired by the Board starting in 2015.

To date there have been 15 individuals to hold that position:

Francis “Skip” Dore for 1-year 1980
Dan Beard for 3 years 1981 to 1983

There is a gap in the records of who held the position from 1984-1987

Caroline Lush for 2 years 1988 to 1989
Donna Day for 1-year 1993
George Dow for 1 years 1990 Co-Assistant
Robert Howes for 5 years 1990 to 1993 Co-Assistant
Steve Merrill for 2 years 1991-1992 Co-Assistant
Cindy Emmons for 2 years 1993-1994 Co-Assistant
Donna Day for 1-year 1992
Robert Neshor for 1-year 1998
Susan Stedman for 5 years 2001 and 2005 to 2008 Co-Assistant
Anne LaFlamme for 4 years 2005 to 2013 and 2015 Co-Assistant
Marc LaFlamme for 5-year 2004 to 2008
Matt Leach for 2 years 2009 to 2010
Josh Grzyb for 1-year 2015
Sonja Nielson 4 years 2016 to 2019

ADMINISTRATOR

As the jobs of Chief of Operations and Assistant Chief of Operations changed over a period of 32 years, the Board created in 2011 a new position, “ADMINISTRATOR”. Matt Leach was our

first and last Administrator holding the position for 5 years when it was phased out in 2015. Under Matt's care everything ran like clock-work. One of Matt's innovations was what he called the "Board of Education" - a presentation on how things worked on the billing and crew side of the organization.

OTHER MANAGEMENT POSITIONS

For a brief period of time 2016 and 2017 KEMS had a Captain (Rory Putnam) and Lieutenant (Dean Auriemma) position.

In 2017 the KEMS Board created a new position to better reflect the needs of the organization: EMS COORDINATOR. This position is currently held by Dave Hamel who is responsible for education and equipment

The years between 2015 to 2018 KEMS went through many major changes, not only the management and staff, but the transition to a totally payroll driven organization. Some of these changes were based on Federal tax laws in which a stipend could no longer be paid to a volunteer. Our volunteers were making too much money according to the IRS. The other change was the ability to attract qualified personnel on a consistent basis.

LOOKING BACK AT PLANNING FOR THE FUTURE

Over the years the members of KEMS and the Board looked at methodology for planning for the future of KEMS, sometimes done with the Town of Kennebunkport.

In May of 1998, one-year shy of our 20th anniversary, a Master Plan was created.

The challenges today continue to be:

- How to finance the operations.

In 1995 there are notes about revenue not covering the cost of services.

In 2009, our 30th anniversary, a working group was established to review KEMS strengths and weaknesses for future planning. A highlight from that report was the following:

- Experience of Volunteers

- Lack of Volunteers

- Recruiting local volunteers

- Transient nature of student volunteers

- Aging volunteers

- Low call volume

- Other issues pertinent to today was:

 - Involvement with the Town [this was just after we started to ask for a yearly allocation from the Town]

 - Little community awareness

Perception KEMS has money
Community exposure
Community does not expect to pay

We have certainly addressed the issue of volunteers by changing our business model.

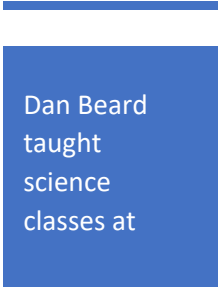
KEMS LOOKING AHEAD

The past 40 years of KEMS has built a strong foundation for the future. KEMS needs to continue to attract PARAMEDICS, EMTS and Drivers who are at the top of their game. For our Paramedics we continue to need to attract individuals who can work by themselves, and with a group and be able to mentor our less experienced personnel.

On the management side KEMS needs to grow our endowment by 1 or 2 million dollars in an ideal world. KEMS fees, and the salaries of employees need to retain competitive in our market area.

The pressure on KEMS as we go into the future is how to compliment the Fire Department and still remain our core premise of remaining a public non-profit corporation.

This homage to the last forty years would not be complete without the memories of Dan & Sarah Beard about the “Early History of KEMS”



Dan Beard
taught
science
classes at

Early History of KEMS

Remembered by Dan Beard (A-10) and Sarah Beard (A-33)

May of 1979 was a busy time. The Bibber family decided to get out of the ambulance business and turned over all of their equipment—ambulance and associated gear to Dave Rolfe and Ken Campbell, Bibber’s first responders, and asked them to take over. We owe them a huge debt of gratitude for doing careful research in determining that KEMS should be a non-profit, private ambulance company instead of one attached to our local fire department as most ambulance companies were at that time and still are.

Dave Rolfe called and recruited Dan to be on the KEMS “list” since he was teaching First Aid and CPR in his High School classes. Dave guided his recruits

into EMT courses wherever they could find them—Dan took his from Dave Gold. So, did “Skip” Dore and Val Hollingsworth and others who found themselves with “A” numbers on the KEMS roster, ready to go by June 1, 1979. Sarah had an “A” number before she even took a First Aid course or an EMT course!

On that roster were police officers like Gary Ronan and Bob Sullivan plus some local nurses—Annalee Wright and Anne Miller and Susan Innis.

Housing the ambulance was one of the first issues. A Board of Directors had been created by Dave Walley, a selectman and true believer in the creation of KEMS. A search went far and wide to decide whether or not to buy property on which an ambulance barn would be built, or which Fire Department had room for an ambulance, or someone’s home. “Skip” Dore drew a big map of the Town, outlining all of its “districts” and making it possible for us to realize where the truest center of Town was, right where the ambulance is kept today. All of this resulted in fire and ambulance personnel, all volunteers, restructuring the Cape Porpoise Fire Station to house the ambulance and the new ladder truck bought at about the same time.

In those first months, when on ambulance duty, you waited at home (no cell phones then!) for the dispatch operator at the Police Station on Crow Hill (“The Hill”) to call you to get the ambulance for a call. At that time, while waiting for the new ambulance bay in Cape Porpoise to be finished, the Cadillac ambulance was stored at St. Martha’s Church garage (where 32 North Street Fire Station is now), out in back, unheated and very narrow. To keep the ambulance as warm as we could, we used a plug-in electric heater in the colder months, many times forgetting our plug in and driving away with a cord dangling out the back door! A couple of times, the door of the garage was opened too forcefully which made it come back down too fast and hit the big flashing light mounted on top of the ambulance.

During those first few months, all of us new KEMS personnel—Basic EMT’s, Licensed Ambulance Attendants (LAA’s), Nurses and whoever—picked up our patients and drove them to the WEBBER HOSPITAL Emergency Room, a dark, antiquated place on Route 1 in Biddeford, just past 5 Points. At the time, a new hospital was being built off Route 111, where it is now, so happily we soon transported to Southern Maine Hospital Emergency Room. As new attendants at every level, we were unknown to the nursing and other medical staff there, so for a

while as we were learning, we were accustomed to not always friendly greetings as we brought our patients in. Calling to the ER on our ambulance radio was a skill to be learned by experience, and usually nerve wracking. It should be noted here that our patient transports also included York Hospital and the Goodall in Sanford, as well as Mercy, Maine Medical and the Osteopathic Hospitals in Portland.

When we bought our new box ambulance (Braun) in 1982, it wouldn't fit in the Church garage, so the new bay at the Cape Station was built to fit it. Until it was finished, we borrowed a space at the Village Fire Station which was then behind the Town Offices on Elm Street, never feeling quite welcome there and glad to finally get to our own space.

Some history about buying the Braun ambulance:

We had been using a very old, rusty Cadillac ambulance which left sheets of rust all along our route to the hospital since our first day in service. Talk had been frequent about a new rig, what it would be, how big, how EXPENSIVE!

“Skip” Dore and Paul Moshimer (d) decided to go to the EMS Conference which was in Hartford, CT that year. These yearly conferences were a wonderful opportunity to attend good classes, see all kinds of vendors with EMS equipment, and visit the many ambulance companies showing off their rigs.

“Skip” and Paul entered the CPR contest and WON! While there, they also scoped out the ambulances and made the acquaintance of Mr. and Mrs. Braun who were there with their beautiful, specially detailed red and white box ambulance with its aerodynamically designed slant-in roof to help out with gas mileage. When the guys came home from the Conference, they were full of information about their classes, the CPR contest, but mostly THE BRAUN AMBULANCE! They were convinced that the Braun was made for KEMS.

Soon after they got back, I was talking to Paul Moshimer in Bradbury's Market and he pointed out quickly that he saw the Braun ambulance drive by with Mr. and Mrs. Braun in it, and he fled the store and drove after them. He and “Skip” and others from KEMS got together and took them to lunch and talked about buying the Braun. They convinced the Board that this was the thing to do and the Braun's took the ambulance back to Ohio, painted our name on it and delivered it to us with great fanfare. It was so welcome after the confines of the very narrow Cadillac. We were intensely proud of it! (KEMS ended up buying two more Brauns.)

Learning to back into the ambulance bay with mirrors was essential and carefully taught. Many of us were women who hadn't driven fire trucks or vehicles without back windows, so we learned to do it, too. As now, every personnel in KEMS learned to drive the ambulance as well as take care of patients.

Dave Rolfe was our first Chief of Service. We needed a space to have our meetings together and have training. We happily used the large room downstairs in South Congregational Church for our meetings and trainings until we could use the large room upstairs in the Cape Fire Station. Vivian Fessenden and Gil Fessenden both taught American Red Cross First Aid and CPR and had been doing it for many years. Vivian put together a training program for us that would cover all the mandated items that would give us credit for a renewal of our state licenses every two years. And she and Gil taught many of us before we became EMT's. Their experience and expertise gave us invaluable training in Basic First Aid—the basis of all patient care. Bandaging and back-boarding I particularly remember learning there better than in any EMT course. Vivian and Gil were “hands on” teachers and they were diligent and persistent about our learning.

At the end of our first year, we decided to celebrate with a Lobster Bake. So, as Gil and Vivian had the use of the (old) Goose Rocks Fire Station and had the pan and equipment for a bake, we had it there, gathering sea weed and sea water, buying all that was necessary for the bake (my guess is that the lobsters were donated to us), loading it up and firing it off for an hour. We ate upstairs where many of us had brought salads and other side dishes and desserts and the Chief of Service always had an end-of-the-year “awards” and such. These parties were always so much fun because we created them and helped us have fun together as well as work together.

On that note, until roughly 2005, KEMS took its training very seriously. We had a monthly meeting, usually on a Sunday night, where our business could be taken care of and then we made time for training of some kind. Sometimes we would just practice taking vital signs, and sometimes we would have a special teacher come to give a lecture (like a paramedic! We didn't know very many of those in those early days!). Sometimes, we would assign to a member a piece of equipment

which he/she would demonstrate to the group. This kind of training was valuable for several reasons: It was good for the demonstrating member to show his/her strength of knowledge about the piece and it told the group more about that member, adding to the cohesiveness of the group at large. Occasionally we would devise a training exercise that would get everybody outside on a “BIG” call like a skimobile accident with a broken femur to see how well the group worked together and whether or not the “patient” survived. KEMS has been fortunate all of these years to have been spared lots of vehicle and trauma accidents. Most of our calls have been respiratory or cardiac related. Very few pediatric calls.

We almost always started our biggest monthly meetings with a potluck (they started about 6:00 instead of 7:00) and food always got almost everybody there.

Since the first lobster bake, we had an annual food fest which we prepared ourselves for many years until the Board decided that we should be treated to a special dinner out. The Chief of Service always had special awards and for years each member got a special gift. We always included the Board in our dinners so that they could see who the members were who were getting the work done. Our monthly meetings and these potlucks and dinners tied us all together. It helped make our teamwork have more meaning.

It helped a lot when the firemen decided to make some of the upstairs into two bedrooms where ambulance personnel from out of town could sleep, a full bathroom and an office space. There was a time when our personnel numbers were down to about eight doing all of the work, so we made a big effort to publicize our needs and had an Open House to welcome any and all interested parties. That is when our numbers grew with out of town folks, many who had taken an EMT course but couldn't join Biddeford or Saco because they were paid fire companies.

They were happy to find a service where they could practice their skills and didn't mind driving to Kennebunkport to do it.

Important here is the fact that all of us were VOLUNTEERS and lived or worked in town with few exceptions. At some point stipends were explored and after that a certain amount of money was stipulated for hours on duty and for calls

completed. When Per Diem paramedics entered our group, of course they were on our payroll.

A big part of our pay, though, was the excellent training we received in EMT courses, advanced EMT courses, Paramedic courses and yearly weekends at the Samoset Resort where a state EMT conference was held in the fall. There we enjoyed the ambiance of the Hotel while attending excellent training classes.

The Board has always been generous in funding education to ambulance personnel.

In 1981 seven or eight of us Basic EMT's attended an Intermediate Course held at Wells High School for the winter months written and taught by doctors and nurses from Southern Maine Medical, Goodall and York hospitals. This was a big step because the medical staff wanted better and more comprehensive pre-hospital care than we were able to give as Basic EMT's such as starting IV's, reading the heart monitor, defibrillating hearts in trouble and other advanced things. We were scared to death and also challenged and grateful to be included in this course. With encouragement from the medical staff at all the hospitals, we became experienced advanced EMT's, able to bring better care to our patients.

At this point, wearing protective gloves and other equipment hadn't come into play, so we learned to draw blood and start IV's—ON EACH OTHER—without gloves. (We also had to spend time in the ER in the hope that patients would come in who would need an IV so we could get credit for it. We needed about 10 IV's signed off by a nurse to get credit.) The HIV scare didn't come up until a bit later and that is when gloves and Hep B shots and yearly TB tests became mandatory for KEMS.

KEMS remains a unique organization in York County, the only non-profit with a volunteer Board. We believe it is the second oldest service behind York Ambulance Service founded in 1972. The York service was a model for KEMS at the time. Wells EMS was founded in 1990 and their Board is appointed by the Selectmen of Wells.

THANKS TO ALL OF YOU FOR YOUR COMMITMENT TO KEMS DURING THE LAST 40 YEARS.
THANK YOU TO THOSE WHO ARE CURRENTLY AND INTO THE FUTURE STAYING WITH KEMS AND
HELPING IT MEET THE OBJECTIVES OF THE ORIGINAL MISSION STATEMENT.

***KEMS BOARD OF DIRECTORS
SEPT. 15, 2019***