

2013 ANNUAL REPORT



2013

Cannon County Rescue Squad, Inc.



Our Annual Report is designed to connect the organization with our community, our donors, our funding agencies, and our dedicated team of volunteer responders.

2013 Annual Report

CANNON COUNTY RESCUE SQUAD, INC.



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Message from the President/CEO



In 2012 we produced our first-ever annual report. It has proven to be a useful tool which has helped to connect the organization with the communities we serve, our donors, and our volunteer responders.

As 2013 began to draw to a close, we began to prepare our second annual report. During our report planning, it became clear that these reports have become more than just a way to connect with others. Our annual reports have become documents that will provide information about our activities, our programs, and our mission of providing lifesaving care in Cannon County and Middle Tennessee.

The volunteer emergency responders of the Cannon County Rescue Squad, Inc. are responsible for saving countless lives in Cannon County every year. In 2013, the Rescue Squad responded to almost 100 missions, training events, public support events, emergency service and county meetings, and medical stand-by events. Although many of our missions are life-threatening events for the public, over the past few years we have increased our number of non-emergency missions and community support activities. We are proud that our responders are able to provide diverse types of community support beyond our traditional emergency response activities.

In 2013, we supported the Woodbury Lions Club and the American Red Cross through local blood drive donations. We supported the Cannon County High School Football Team through the use of our Polaris Ranger and mobile command trailer. Our responders have also taken on more roles with the Cannon County Homeland Security Committee, and have worked to improve operations of all emergency services agencies operating in our communities.

We are very proud of our responders and the work that they do each and every day. Our responders have worked hard in 2013 to produce an updated fundraising plan, an updated strategic plan, and to increase our fundraising activities. All of this hard work has paid off. In the past 5 years, we have doubled our fleet of emergency vehicles, equipment, and training.

Thanks to all that have helped to make our communities a better place to live and work.

Sincerely,

A handwritten signature in cursive script that reads "Michael Underhill".

Michael Underhill
Captain/President/CEO
Cannon County Rescue Squad, Inc.

Mission Statement

Our primary mission is to deliver Rescue Services to the citizens of Cannon County. The secondary mission of our organization is to provide disaster relief and support operations to our mutual partners in emergency services in Cannon, surrounding counties, and throughout the great State of Tennessee.

Vision

Our vision is to provide coordinated multi-agency teamwork and response to the citizens of Cannon County and the residents of the State of Tennessee.

Values

We value human life. Our values reach deep inside our beliefs. These beliefs were rooted in a strong foundation and are governed by the Constitution and By-Laws of the organization. We appreciate the same values from other emergency service agencies with whom we have a partnership.

Goals

Our primary goal is to save lives by providing optimal rescue services. Our goals are focused first and foremost on the citizens of Cannon County. However, we will extend our services to any agency, or persons, in need of rescue services or assistance. We will serve these goals to the best of our ability both locally and throughout the State of Tennessee.



Introduction

We support many different emergency programs in our communities. One of our most important activities is our vehicle rescue response program. The greatest obligation of the Cannon County Rescue Squad, Inc. (herein referred to as CCRS) is emergency preparedness and response, disaster relief, and providing community support during times of natural or man-made disasters. We take what we do for the community seriously. We are proud to be able to help others in time of need.

The leadership team and responders are dedicated to setting and achieving goals for organizational growth and program development. We have set goals for ourselves that will further develop the organization. These goals will inspire those doing the work, and our goals will add a positive effect to the organization. This in turn will add value to the ongoing phase change for the communities we serve. These stretch goals will be hard to achieve; however, they are essential for the health and prosperity of the organization and will further develop the emergency preparedness infrastructure for the entire county.

Rescue Squad Responders

Volunteer emergency responders are called to provide lifesaving care every day in America. Over 75% of all fire/rescue responders across the United States are volunteers. CCRS responders answer the call an average of 3 times per week. Having a sense of ownership for our communities is what drives our responders, and they have a commitment to the organization and our citizens. CCRS is staffed by a dedicated crew of trained community volunteers ready to respond at a moment's notice.

Rescue responders across the world work up-close and personal with victims when they are trapped, in pain, and unable to care for themselves. Removal of automobile accident victims is a critical function for all fire and rescue agencies across America, even more so in rural communities. Our volunteer responders donate many hours to training, responding, and providing maintenance for rescue vehicles and equipment every year.



Why do individuals volunteer to become an emergency responders?

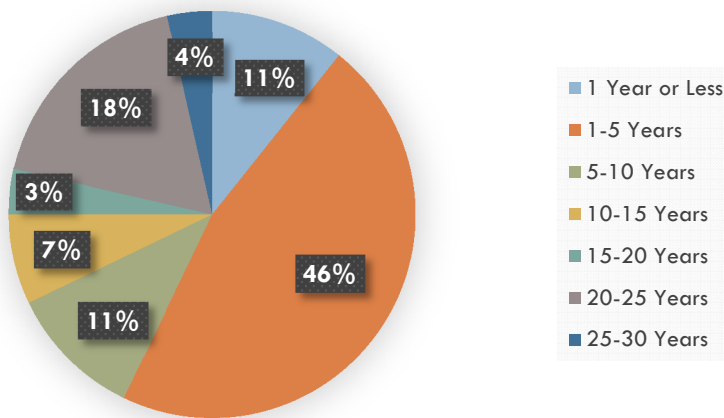
1. They enjoy helping others.
2. It allows them to give back to their communities.
3. Their service fills a critical need that could only be provided by volunteering in a rural county.

Volunteerism is on a decline across the United States. Organizations, such as the Rescue Squad, must focus on teambuilding and must be willing to build partnerships with other organizations in order to retain volunteers. Currently, we have a policy for volunteer recruitment and retention and we have been very successful in retaining volunteer responders.

As an organization, we have a high retention rate. This is largely due to the fact that our responders are a special kind of people; they enjoy helping others. Our volunteers are empowered to make positive changes within the organization, have input on organizational decisions, and collectively provide direction for the organization.

At the end of 2013, 43% of our responders have been with the organization for more than 5 years. Nearly 32% of our responders have been with the Squad for more than 10 years. Out of the 32%, one member has surpassed 26 years of service, while two other responders will surpass 25 years of service in the first quarter of 2014. At our annual Christmas Party/Awards Banquet in December 2013, Adam Hayes and Micheal George were recognized for 20 years of service and Michael Thomas was recognized for 15 years of service. Chris Brushaber, Jonathan Scurlock, and Skylar Daniel were also recognized for 5 years of service to CCRS.

28 Responders with 238 Years of Collective Service to the Community



For the foreseeable future, the CCRS will remain an all-volunteer workforce of emergency responders. For the past 20 years, we have maintained a base of at least 20 volunteer responders. During the last 5 years, we have averaged approximately 25 active responders. Although we have had as many as 35 responders in the organization, we average 20-25 responders on our roster at any given time.

In order to offer a healthy work-life-balance, CCRS is comfortable with 20 active responders. A partnership with local fire departments has worked well for the organization, as most of CCRS personnel are also volunteers with a community fire department.

Leadership Team



From Left to Right

Tim Bell, Chief Operating Officer
Chris Brushaber, Chief Financial Officer
Jonathan Scurlock, Junior Vice President
Adam Hayes, Senior Vice President
Michael Underhill, President/CEO

Our organization is managed by a team of five (5) Executive Officers. These Officers are elected by the general membership (responders) annually. Executive Officer elections take place in December. The general membership

(responders) have entrusted these individuals to act in the best interest of CCRS. It is evident that these individuals are doing an adequate job, in the fact that, several of the Executive Officers have been re-elected to their positions year after year. Stability within the leadership team has allowed the organization to expand services and acquire new equipment. The Executive Officer's responsibilities are as follows:

1. Coordinate daily operations and scene response.
2. Provide for volunteer recruitment and retention.
3. Acquire equipment and vehicles for rescue operations and community support.
4. Coordinate maintenance of vehicles, equipment, and tools to ensure that we are ready to respond at a moment's notice.
5. Coordinate fundraising, prepare budgetary goals, and acquire financial resources to supply equipment and operational needs.
6. Provide emergency response training for our responders.

As of January 2013, Michael Underhill have been the Captain/President/CEO for 20 years. Captain Underhill has led our volunteer staff and leadership team to develop organizational policies. These policies have promoted positive change within the organization. Captain Underhill also oversaw the move of our primary response station to its current location in the center of our response area. This move took place in 1993. He has been part of the organizational drive to acquire new rescue vehicles, tools, and equipment. In 2008, CCRS purchased its first ever new primary response vehicle. During 2013, he oversaw the delivery of new hydraulic rescue tools. These tools were the first new tools that CCRS had purchased since 1979.

Another valuable member of our leadership team is Adam Hayes, Senior Vice President/First Lieutenant. Lieutenant Hayes has been in his position for 17 years and he is the Chairman of the Membership Committee. The growth of volunteer responders within the organization is due to the commitment of Lieutenant Hayes and others like him.

A new member to the leadership team is Jonathan Scurlock, Junior Vice President/Second Lieutenant. Lieutenant Scurlock was elected to his position in 2012 and he serves as the Director of Maintenance. He oversees all maintenance performed on the rescue vehicles and equipment. He is also the manager of our social media (Facebook) outlet for the organization.

Chris Brushaber is the Secretary/Treasurer and Chief Financial Officer for CCRS, a position that he has held for 3 years. In 2013, CFO Brushaber oversaw the growth of our financial resources which allowed the organization to purchase new rescue equipment. In 2013, he worked with a vendor to develop a cost recovery system for the organization. This system has allowed CCRS to develop a new source of revenue, which previously was not developed.

Tim Bell is the Unit Director and Chief Operating Officer. In January 2013, he was re-elected to the position of Director, a position that he has also held for 20 years. Over the years Director Bell has worked to develop a positive image for the organization. He has also worked to develop grant and funding opportunities for CCRS.

Recognized for Community Support

In 2013, CCRS celebrated 35 years of continuous service to the citizens of Cannon County. CCRS was first chartered by the State of Tennessee on May 8, 1978. Since its inception, CCRS has been the only organization to offer these types of services in the 266 square miles of response area which comprises Cannon County.



In August and September of 2013, the Cannon County Commissioners, City of Auburntown Mayor and Aldermen, and the Woodbury Board of Mayor and Aldermen recognized the service of The CCRS. Each of these legislative branches of local government independently and unanimously passed resolutions acknowledging the continued service of CCRS to our communities.

Also in August 2013, the Cannon County Commissioners unanimously passed a resolution to extend the lease of the CCRS building. Our headquarters are owned by the county. A lease was first given to CCRS in 1993 for 20 years. This lease gave the

CCRS a home in the center of the county. Over the years, our responders have made vast improvements to the building and have turned it into a showpiece that the community can be proud to see. The present board of County Commissioners reaffirmed their commitment of continued support of the organization with an extension of the lease to CCRS for an additional 20 years.

Responder Training

In 2013, we conducted several training missions and several responders attended training opportunities in the Middle Tennessee area. We provided training for our volunteers and responders from neighboring departments. Each year, our volunteer responders take valuable time out of their busy lives to take part in emergency service training. This training benefits the responder, but it also benefits all residents of Cannon County.

Tennessee was the first State to require emergency responders to take a yearly driver's training program. In 2005, the Tennessee General Assembly unanimously passed legislation in both the House and Senate which require this training. The Law, which took effect January 1, 2006, requires that every emergency service responder in Tennessee take an annual driver's training program. This program promotes safety for the responder and the driving public alike. The Law is known as the "Vanessa K. Free Emergency Services Training Act of 2005."

CCRS has four State Certified instructors that are qualified to teach the training programs of Vanessa K. Free Driver's Training (VKF), and Emergency Vehicle Operations Course (EVOC). These Instructors are also qualified to teach Basic Vehicle Extrication.



Our instructors are certified to teach and coordinate courses through the Tennessee Association of Rescue Squads. Instructors from CCRS began teaching EVOC back in the early 1990s. These instructors have led the way for this type of training in Cannon County ever since. In 2013, instructors from the CCRS taught 29 local responders for a total of 162 man-hours of training in VKF/EVOC. Our instructors also taught 40 additional responders across Tennessee for a total of 250 hours of instruction. All-in-all, our instructors helped to train over 69 responders for a total of 412 man-hours of training in emergency vehicle response.

Ten (10) officers from the Woodbury Police Department also took part in training offered by CCRS instructors. As part of their yearly required training, they took part in VKF

training as well. This represented 20 man-hours of instruction for our local law enforcement personnel.

Our four certified instructors also teach Basic Vehicle Extrication and Scene Management. In 2013, our instructors taught eleven of our volunteers in Extrication (removal of victims from automobile wrecks). This equated to 220 man-hours of training in this particular training program. Our instructors also taught Air Medical Crews from Vanderbilt LifeFlight in Scene Management/Extrication. We provided training for eight LifeFlight Crews members which represented 48 man-hours of training.

One of our responders is also the Tennessee Association of Rescue Squads (TARS) State Program Director for Rural Search and Rescue (RSAR). RSAR is a training program designed to teach responders how to find lost victims in a rural environment. In 2013, ten responders from across the State were certified in RSAR Operations Level Training. This training represented 200 man-hours of training.



In 2013, we sent two of our responders to Cookeville, TN to take part in a TARS Advanced Level Extrication Program. This program is designed to teach the participant advanced skills in removing automobile accident victims from wreckage. This training represented 40 total man-hours of training.



Our instructors have to take training every other year to maintain their teaching credentials. In 2013, two of our instructors participated in their Instructor Update Training in Laverne, TN. This represented 16 total man-hours of training.

It was a very busy year for training in 2013. The Rescue Squad participated in training of 112 local, regional, and state personnel for a total of 928 total man-hours of training.

Recent Demonstrated Success

In January 2013, we instituted a method of more accurate record keeping with our call volume. Every CCRS call (run) is recorded in detail for patient care purposes, accountability, accuracy in response to emergencies, and for legal documentation. These records are maintained indefinitely.

We have modified our call volume reporting system to better allow us to study the effectiveness of equipment positioning throughout our response area. In 2010, we

sub-stationed equipment in a remote area of our county which has allowed us to service an area of remote population and mountainous terrain more resourcefully. This has allowed us to assist neighboring DeKalb County, TN more efficiently. We are already seeing the benefits of this equipment positioning. The methods that have been put into place will allow us to better serve our communities by positioning emergency equipment where the greatest needs are known, and where the response times are extended.

New Rescue Equipment

In September 2013, CCRS took delivery of new rescue tools. These tools were purchased through donations, local government tax support, grants from private foundations, and a grant from the United States Department of Agriculture (USDA) Rural Development.



The project cost for this equipment procurement was over \$15,000. By utilizing a proven method of local funds, donations, and grant support we were able to complete the project and make all payments upon equipment delivery. This is a huge accomplishment as \$15K was nearly half of our annual revenue budget for 2013.

Organizational Funding

CCRS is funded primarily through fundraising and donations. The local County Government only provides a small portion of our annual operating budget. Cannon County is a small, rural, farming community with a limited tax base. Due to a shortage of industry and retail locations, many of our citizens work and purchase goods/services in neighboring communities. This leaves very little in the way of tax support.

We have become acutely aware of the need for our organization to access and apply for Federal, State and private grant funding to supply some of our needs. Our ability to raise sufficient funds locally cannot keep up with our need to update our equipment. This is due largely in-part to our community having a lower economic characteristic than that of the national average.

Our funding efforts have been very successful over the past 5 years. We have recently finished a 5-year retrospective financial analysis. Since 2008, we have prepared organizational budgets which has allowed us to track revenues and decrease expense.

This financial analysis has allowed us to predict our operational expenses and revenue with a more mathematical and historical accuracy.

5 year revenue average (2009-2013)

Tax Support	16%
Grants	12%
Donations	34%
Fund Drives	37%
Other	1%



2013 Mission Criteria and Reporting System

CCRS offers many different emergency and non-emergency community support functions. Our vehicle rescue program is the most prevalent service that we offer and is the most costly for operations. We offer the following services in a 266 square mile service area.

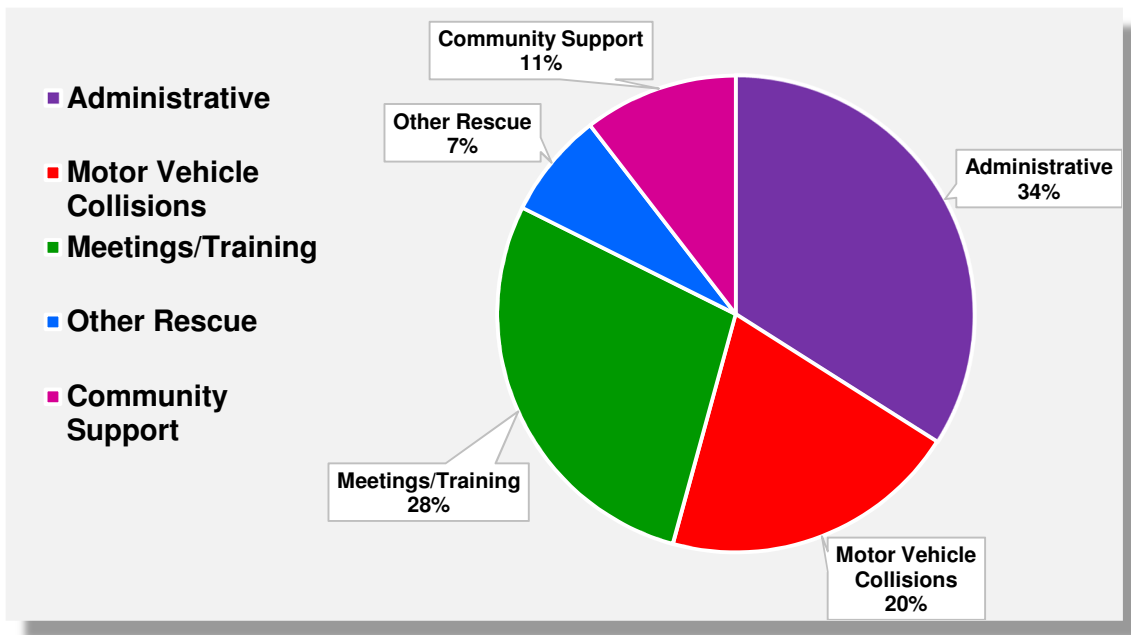
- ✓ Vehicle Rescue (Extrication) using the Jaws-of-Life
- ✓ Water Rescue
- ✓ Land Search and Rescue
- ✓ Animal Rescue
- ✓ Vertical Rescue
- ✓ Cave and Confined Space Rescue
- ✓ Farm Rescue
- ✓ Disaster Response
- ✓ Adverse Weather Response
- ✓ Community Awareness Projects
- ✓ Emergency Service Training

Beginning in January 2013, we instituted a method of more accurate record keeping. This has allowed us to track and trend many different functions of the organization. We are now tracking administrative time, grant writing and administration time, along with all of our emergency and non-emergency missions, and our community support activities and functions.

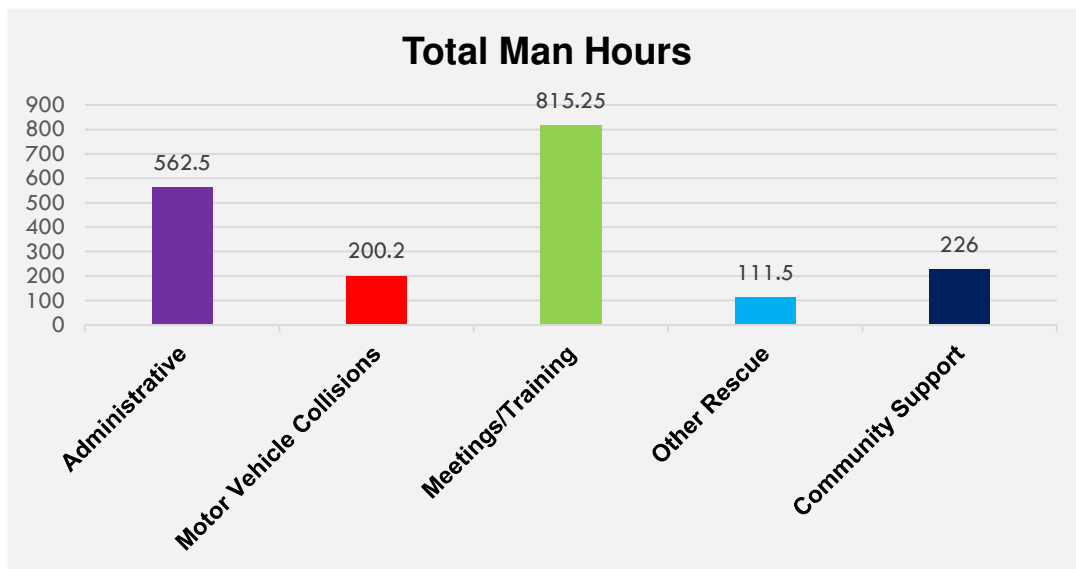
Accurate record keeping will add efficiency to the organization and will allow for measurable goals

1. Match funding abilities to equipment and training needs.
2. Strategically position rescue vehicle closest to the areas of the highest call volumes.
3. Resourcefully utilize assets to better the county as a whole.

In 2013, we logged more than 153 reports for a total hours of operations in excess of 1,916 total man-hours.



Using a calculative figure from the United States Labor Department, Bureau of Labor Statistics, the 63rd percentile average Firefighter/Rescue hourly rate is \$25.46. This is a cost savings to Cannon County of over \$48,781 in volunteer man-hours.



Summary

Our dedicated volunteer responders are on-call 24 hours a day, 7 days a week, 365 days a year. Our responders are compelled to provide emergency care and community support. They provide rescue services during local emergencies, man-made or natural disasters, or when a coordinated regional response is required. Our responders spend a tremendous amount of time training in emergency care and rescue. This training is a benefit to the entire community and region as a whole. A well trained team that is adequately funded and equipped will make a difference.

Contact Information

For more information on supporting the Cannon County Rescue Squad, contact Michael Underhill at MUnderhill@CannonCountyRescue.com or by calling 615.904.5002

To contact Adam Hayes, Membership Chairman, please call 615.904.4677, or via e-mail at AHayes@CannonCountyRescue.com

For gift giving, donations, and grant opportunities, please contact Chief Operating Officer Tim Bell at TBell@CannonCountyRescue.com or by calling 615.849.2730



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