

Royal Air Force Mildenhall Fire Emergency Services



Strategic Master Plan 2018 - 2023



RAF MILDENHALL, UNITED KINGDOM

Airmen- Readiness-Culture

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MESSAGE FROM THE FIRE CHIEF/EXECUTIVE SUMMARY



This new Strategic Master Plan was completely revised from previous versions to provide insight into our core emergency services programs. A team approach was utilized to ensure cross-sections of the Flight's elements were represented.

Continuous improvement was the team's planning focus to ensure emergency services requirements are met in future years, to provide the highest quality delivery to RAF Mildenhall's community. This plan will help us attain our definitive goal of winning on every front and in every endeavor.

CMSgt CHARLES T. CLAWSON



RAF Mildenhall Fire Emergency Services (RAFM FES) Flight is charged with protecting life and property within the boundaries of the installation. Effective community planning by the 100th Civil Engineer Squadron must be conducted to create safe and healthy work conditions. The need for significant improvements in engineering and fire protection features, to provide a safer environment for our community, cannot be overstated. New developments in building design and construction, coupled with new technology and equipment will assist our department as we constantly evaluate our methods of delivering emergency services to the community.

The flight's Strategic Master Plan was developed per NFPA 1201, *Standard for Providing Fire and Emergency Services to the Public*, 4.4.1, says, "A master plan shall be created to coordinate the vision, mission, values, and goals of the Fire Emergency Service Organization." In addition, 4.4.9, states, "The master planning process shall attempt to project the future emergency service needs of a service area for 10 to 20 years." Short and long term goals (10–20 years) are included in

this plan. The Strategic Master Plan is also mandatory document per Air Force Instruction 32-2001: *Fire Emergency Services*

Program, paragraph 2.10. This states, "Installation Fire Chief's will develop a 3-5 year master plan that coordinates the vision, mission, values, and goals of the FES Flight (T-3). The master plan utilizes a service-area-wide balanced and cost- effective hazard management strategy that takes into consideration existing conditions and anticipates overall community growth."

This Strategic Master Plan provides our fire officers a solid foundation to meet the challenges of the future. This plan establishes priorities, identifies goals, and develops fiscal options for emergency services through the immediate and long term. A short and long-term time frame provides optimum responsiveness to community risk (hazard) changes by being able to direct real-time course corrections to budget factors, utilizing both program objective memorandum (POM) and Future Year Defense Program (FYDP), and services we provide to support these changes. Longer planning time frames are generally processed at the AF level. This is a living document that will be constantly evaluated, re-examined and updated annually. This flight is prepared and postured for these challenges and opportunities. This document is intended to be used as a planning tool to ensure that our flight will provide current and future effective emergency services in a fiscally responsible manner.

Community Profile

RAF Mildenhall is home to a total work force consisting of 4,317 active duty, 200 US civilians, 5767 contractors and 505 MOD and Local National Direct Hire (LNDH) Civilians. RAF Mildenhall is also home to 3,277 dependents who reside in the area bringing the total population to approximately 14,066. We are located 2 hours north of London in the County of Suffolk, adjacent to the village of Mildenhall. The surrounding landscape consists mainly of low lying farmland and lightly forested areas. RAFM lies on 1,162 acres with approximately 36 miles of roadways.

The base profile consists of 1 runway that supports assigned KC-135s, C-130s, CV-22s and transient aircraft. The infrastructure of RAFM includes nearly 500 structures totaling 2.2 million square feet. There are 109 housing units and 5 dormitories that house 550 airmen. Additionally, there are 2 Temporary Lodging Facilities (TLF) for 60 families, 4 Visiting Airman Quarters (VAQ) for 212 personnel and 2 Visiting Officers Quarters (VOQ) for 20 personnel. The capital assets of building, real property, and land are valued in excess of \$2.2 billion.

History

Royal Air Force Mildenhall's history of being a large aircraft base dates back to late 1920s. During that time, the British military developed the idea to site a RAF bomber base at Mildenhall in order to meet a perceived "continental threat." The government purchased land in 1929 and began construction in October 1930. The first official base name was RAF Beck Row, but that changed in 1933 to RAF Station Mildenhall. Three years later the station was ready for its official opening. RAF Station Mildenhall opened Oct. 16, 1934 and on the same day, Wing Commander F.J. Linnell, O.B.E., assumed his position as the base's first station commander.

On Sept. 3, 1939, three days after Germany's invasion of Poland, Britain and France declared war on Germany. Six hours after the official declaration of war on Germany, three Wellington bombers from No. 149 Squadron took off to bomb German battleships in the Kiel Canal. The Kiel Canal was the stretch of waterway that links the North Sea to the Baltic Sea.

In 1940, RAF Station Mildenhall became the location for two films. The first was "The Lion has Wings," and the second was "Target for Tonight." The propaganda film staged at RAF Station Mildenhall, entitled "The Lion has Wings," showed the nation how the station and its Wellington bombers prepared for war.

June 6, 1944, the first day of D-Day operations, 35 Lancaster bombers from No. 15 and No. 622 Squadrons struck targets along Hitler's Atlantic Wall. The next day, 33 Lancasters attacked targets near Lisieux, France. The attacks marked the first daylight bombing raids by both squadrons. For RAF Station Mildenhall, the war effectively ended April 22, 1945 when bombers from the station flew their last combat mission against Bremen, Germany. Immediately after the war, RAF Station Mildenhall aircraft returned repatriated prisoners of war to their home countries and dropped relief supplies to Dutch flood victims. RAF Station Mildenhall's runways were updated and resurfaced in July 1948. Bomber Command planned to bring in No. 230 Operational Conversion Unit to train Lancaster pilots at RAF Station Mildenhall in the new Lincoln bomber. However, this never happened as the USAF moved B-29 Super Fortresses on to RAF Station Lakenheath in August 1948. The U.S., worried that the Soviets might think the U.S. too occupied with the Korean conflict to adequately protect Europe. To counter this Cold War threat, RAF Mildenhall, as it was now known, became one of the initial bases identified to host the B- 29, B-47, and B-52 bombers, as well as the KC-97 and KC-135 tankers.

In June 1953, the first KC-97E Stratotankers moved to RAF Mildenhall. They were tankers of the 306th Air Refueling Squadron from the 306th Wing. The mission of the new tankers was to provide air refueling support to the new B-47 Stratojet based at RAF Fairford. This was a first time for both aircraft at each base. On Jan. 17, 1958, RAF Mildenhall officially became the new home for the Military Air Transport Service's United Kingdom Passenger Terminal. This terminal made RAF the central site for logistical support for the whole of the U.K. April 1, 1978, the SR-71 came to RAF Mildenhall, in order to operate from the base. This was the result of the 9th Strategic Reconnaissance Wing, Detachment 4, which moved to RAF Mildenhall to oversee temporary duty deployments of U-2 and SR- 71 aircraft. While this was a return appearance for the SR 71, it was the first appearance for the U-2. However,

U-2 operations moved to RAF Alconbury in February 1983. April 5, 1982, almost a year before the U-2s left RAF Mildenhall, the British Government gave permission for two SR-71s to be permanently based at RAF Mildenhall. Until the departure of the SR-71 on Jan. 18, 1990, it came to symbolize RAF Mildenhall in the public's eye.

The next major change for RAF Mildenhall took place on February 1, 1992, when the 100th Air Refueling Wing activated. It replaced the 513th Airborne Command and Control Wing, which redesignated on June 18, 1987, with a different mission. As host wing, it took over the support of all the tenant units on RAF Mildenhall. The wing's first permanent KC-135 arrived May 22, 1992, but the wing did not receive the full complement of nine tankers until September 1992. The number of permanently assigned KC-135s at RAF Mildenhall changed Nov. 28, 1998, when the U.S. Air Force ended the ETTF mission and raised the number of tankers to 15.

United States Air Forces in Europe announced the relocation of the 352nd Special Operations Group from RAF Alconbury to RAF Mildenhall on May 7, 1993. The 352nd Special Operations Group was redesignated as the 352nd Special Operations Wing during a ceremony held in Hangar 814 March 23, 2015. Immediately following this, the 752nd Special Operations Group and the 352nd Special Operations Maintenance Group were activated. Consisting of six squadrons and two groups, the 352nd SOW includes more than 1,200 Air Commandos and provides support to the European theater as well as other combatant commands when necessary.

The Office of the Secretary of Defense announced the results of the European Infrastructure Consolidation (EIC) review Jan. 8, 2015, which was designed to realign several missions in U.S. Air Forces in Europe and Air Forces Africa within the next seven years. Under the EIC, the Department of Defense was poised to divest three installations in the United Kingdom, including realignment of the missions from RAF Mildenhall to other installations in Europe, and the consolidation of intelligence centers at RAF Croughton.

COMMUNITY RISKS

Although our department is a full service emergency response fire department, a recent risk analysis has shown the predominant risks at RAF Mildenhall are structural emergency medical services, aircraft response, technical rescue, and hazardous materials responses. Structural firefighting, which falls into a low category, and emergency medical services constitutes the majority of our workload. In the matter of fire loss, our predominant risk continues to be residential structures primarily due to unattended cooking. Medical responses primarily occur near Military Family Housing, Base Exchange/Commissary, and sporting events. Airfield emergencies range from barrier engagements from RAF Lakenheath F-15s, Fuel Spills and bird strikes on our assigned KC- 135, CV-22 and C-130 aircraft. Our hazardous materials responses are primarily fuel or hydraulic spills. Our department provides assistance to surrounding emergency response agencies within Suffolk and Norfolk counties through mutual aid agreements. Other risks we measure in the local area include POL storage, railroad, and some large manufacturing plants near the base.

INTRODUCTION AND BACKGROUND

Why We Are Here

Each year throughout the United States, fires kill thousands and destroy billions of dollars in property. Heart attacks, car accidents, hazardous material spills, acts of terrorism, and natural disasters cause other deaths, injury and destruction. This fire emergency services flight owes its existence to Air Force Policy Directive 32-20, Fire Emergency Services and was established to serve its community, our nation and host nation partners by protecting life and property and minimizing the frequency and the adverse effects of such occurrences. The Air Force Fire Emergency Services mission is to prevent fires, minimize injuries, protect life and property, and alleviate negative impact to the environment occurring in periods of peace, war, and military operations other than war and humanitarian support. RAFM FES Flight is charged to look after that mission within the RAF Mildenhall area of responsibility as well as assist off-base when requested to help protect lives and property in the local community.

Air Force Fire Protection has changed significantly; having adequate resources for every possible event is not cost effective. Today a more comprehensive risk-management approach to incident management is necessary to further improve the effectiveness of the emergency responders and incident management.

This approach, coupled with changes by the 100th Civil Engineer Squadron and Defense Infrastructure Organization, has established several local construction projects that have increased personnel safety through the active integration of modern engineering and fire prevention concepts. The innovative developments and standards in building design and construction, along with new technologies and equipment, requires our flight to periodically evaluate policies and practices to ensure we deliver the highest quality service to our community and customers.

The RAFM FES Strategic Master Plan provides the foundation and charts a path to meet current and future challenges. The plan establishes priorities, lists goals, objectives and develops economic options for emergency services through the upcoming years. The intent of the document is for it to serve as a planning tool to ensure that the organization provides emergency services in an economically sound manner. Its function is to inform and educate members of our organization in preparation for the future, while serving as a foundation document for addressing our economic challenges and informing policy makers.

Lastly, listed within this document are the goals and objectives necessary to meet the current and future service demands of the community. The goals are established benchmarks for service and training and provide a roadmap for the department.

Internal and External Stakeholder Input

RAFM FES maintains relationships with many internal and external stakeholders here at RAFM. Examples of our stakeholders are the 100th Air Refueling Wing, 352nd Special Operations Wing, 95th Reconnaissance Squadron, 727th Air Mobility Squadron, 488th Intelligence Squadron, 48th Fighter Wing, Norfolk County Fire Rescue Brigade, and Suffolk County Fire Rescue Brigade. During our annual review, we invite all these agencies to participate in the development of our goal and objectives. Once they are developed, the goals and objectives are incorporated into the Strategic Master Plan which is then signed by the Fire Chief. Internal and external stakeholders are free to review this Plan at their pleasure.

Team Mildenhall Mission Statement

“A Ready Force and Strategic Forward Base, Projecting Air-Power through Unrivaled Air Refueling Across Europe and Africa”

Team Mildenhall Vision Statement

“Extending Reach and Deterrence through Warrior Minded Airman”

Team Mildenhall Priorities

- ❖ ***“Airmen”***
- ❖ ***“Readiness”***
- ❖ ***“Culture”***

Department Mission Statement

“Dedicated to protecting life and property in our community through professionally delivered fire prevention, public education and emergency services.”

Department Values

- ❖ **PEOPLE**: *Take care of our Firefighters and their Families.*
- ❖ **COMMUNITY**: *Secure the Installation's Missions by protecting the personnel and resources who accomplish those missions.*
- ❖ **TRAINING**: *Train aggressively to mitigate any situation that may endanger the people, the mission or the installation's resources.*

Vision Statement

RAFM FES strives to foster an environment where all personnel take ownership in providing services that enhance mission effectiveness and quality of life for all of its members.

RAF MILDENHALL FIRE EMERGENCY SERVICES FLIGHT

Services We Provide

We provide emergency services through the execution of our core competencies. We are able to perform these services with an aggressive training Program through US Air Force and UK Ministry of Defense (MoD) resources. These competencies are:

- ❖ ***Incident Management/Mitigation***
- ❖ ***Emergency Communications/Dispatch***
- ❖ ***Aircraft Fire Fighting & Rescue (ARFF)***
- ❖ ***Structural Fire Fighting***
- ❖ ***Emergency Medical Services (EMS)***
- ❖ ***Hazardous Materials***
- ❖ ***Technical Rescue***
- ❖ ***Confined Space Rescue (CSR)***
- ❖ ***High/Low Angle Rescue***
- ❖ ***Petroleum Oil Liquid (POL) Spill Response***
- ❖ ***Active Shooter/Hostile Event Response (ASHER)***

❖ ***Chemical, Biological, Radiological, & Nuclear (CBRN)/Weapons of Mass Destruction (WMD)***

Department Profile

- 1 Combination (ARFF & Structural) Fire Station
- 11 fire apparatus and support vehicles valued at over \$10M
- Responded to 407 emergency incidents per year averaged over 3-year period
- Authorized 77 positions (39 military and 38 civilian)
 - 1 - Installation Fire Chief
 - 2 - Deputy Fire Chief/Station Manger
 - 1 - Assistant Chief of Fire Prevention
 - 3 - Fire Inspectors/Life Safety Educators
 - 1 - Assistant Chief of Training
 - 1 - Assistant Chief of Health & Safety
 - 2 - Assistant Chiefs of Operations (A & B Shift)
 - 1 – Non-Commissioned Officer-in-Charge (NCOIC) of Logistics
 - 1 – Emergency Communications Center Lead Dispatcher
 - 2 Local National Direct Hire (LNDH) Emergency Dispatchers
 - 2 Military Emergency Dispatchers
 - Civilian Break Down
 - 9 Defense Fire & Rescue Service (DFRMO) Civilians
 - 25 LNDH Civilians
- Operates the installation's primary E-911 Receiving/Dispatching system
- Mutual Aid Agreements with Suffolk and Norfolk County Fire Brigades, and RAF Lakenheath

Organizational Structure

To provide the level of service required by our community, the 100th Civil Engineer Squadron Fire Emergency Services Flight utilizes goals and objectives within each section of the fire emergency services flight to provide a road map for managing the flight. These goals and objectives are the elements that allow our strategic master plan to be implemented and ensure our long-range plans are clearly addressed. The organizational charts below describe the flight's general organizational elements in addition to their duties and responsibilities. Each element is an integral part of the whole fire emergency services flight and is responsible for its share of the mission.

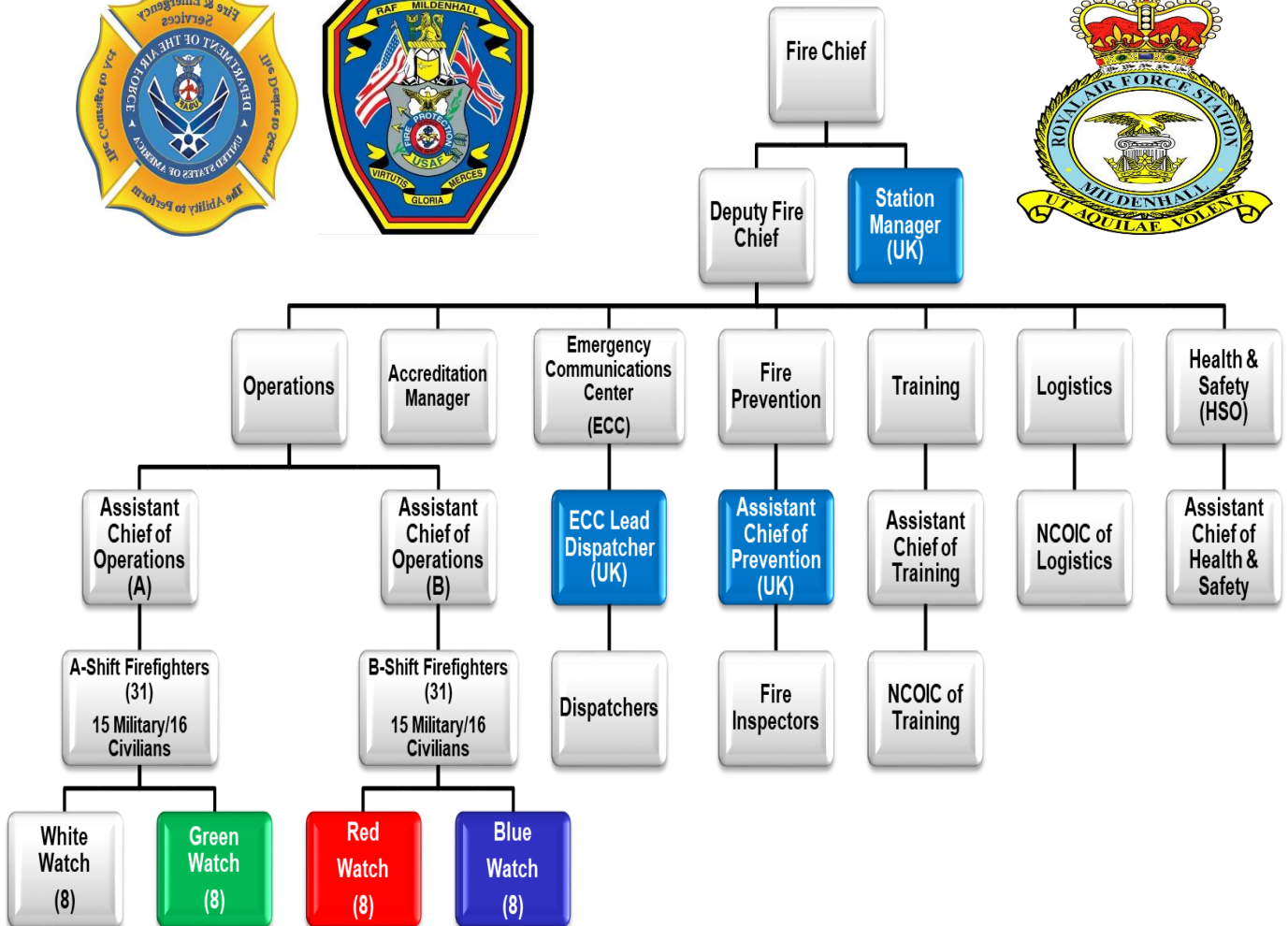
Leadership delegates authority and responsibility to each organizational element so that the mission can be accomplished in a timely manner.

The Installation Commander is responsible for establishing an effective Fire and Emergency Services Program to protect the resources under their jurisdiction from fire or hazardous materials release. Personnel of the parent organization and tenant units have major interests in fire protection; however, the installation commander exercises primary responsibility through the Base Fire Marshall (BFM).

The 100th Civil Engineer Squadron Commander is the Base Civil Engineer and also serves as the Base Fire Marshall (BFM). The BFM provides oversight for the installation commander in discharging fire protection responsibilities. The BFM supervises the Fire and Emergency Services program for the installation.

The 100th Civil Engineer Squadron Fire Emergency Services Flight consists of the following organizational elements:

Organizational Elements



MANAGEMENT DUTIES:

- Manages the base fire protection organization
- Manages firefighting readiness programs
- Establishes policy
- Manages the base fire prevention program
- Implements operations policy, procedures and develops contingency plans
- Provides command and control of large scale incidents
- Provides guidance to firefighters and commanders
- Indoctrinates newly assigned personnel
- Rates performance of subordinate work center supervisors
- Prepares and endorses evaluation of subordinate work center personnel
- Nominates subordinate work center supervisors for awards
- Provides technical assistance
- Manages fire investigations
- Resolves problems
- Investigates accidents and incidents
- Investigates and reports causes of fires
- Receives and assists visiting officials
- Manages the Fire Department Occupational Safety and Health Program

FIRE PREVENTION DUTIES:

- Conducts scheduled and unscheduled facility inspections
- Develops inspection checklists
- Maintains facility records
- Prepares facility risk assessments
- Conducts facility inspection follow-up actions
- Evaluates corrective action and keeps commanders informed
- Monitors the hazard abatement program
- Reviews/monitors construction programs
- Reviews work requests
- Attends pre-construction conferences and monitors compliance

- Provides technical assistance
- Conducts seasonal fire prevention campaigns
- Conducts lecture or technical demonstrations
- Prepares static displays
- Conducts fire drills
- Conducts fire extinguisher training when requested
- Conducts facility manager orientation
- Provides technical assistance to OSI/CID for arson investigation
- Develops fire prevention regulations or supplements
- Develops and maintains structural pre-incident plans

TRAINING DUTIES:

- Plans, develops, and manages the training program IAW DoDI & AFIs
- Establishes, conducts, and evaluates training
- Executes DoD Firefighter Certification Program
- Manages Knowledge Based Testing Program
- Conducts quality assessment checks and evaluation of fire service instructors
- Administers the on-the-job training program
- Maintains training documents and records
- Member of the 100th Air Refueling Wing, Wing Inspection Team (WIT)
- Conducts the new member orientation program
- Executes AETC and USAFE Vendor Training Program
- Coordinates maintenance/repair of live fire trainers with USAFE-funded contractor

OPERATIONS DUTIES:

- Provides structural, aircraft and miscellaneous fire suppression/rescue capabilities
- Performs HAZMAT response/mitigation up to the technician level
- Provides EMS to RAF Mildenhall at the Emergency Medical Responder level
- Performs rapid intervention and specialized rescue capabilities
- Maintains/service tests fire suppression and rescue equipment IAW applicable NFPA Standards
- Develops and maintains aircraft pre-incident emergency response plans

- Assists in implementation of the Fire Department Occupational Safety and Health Program
- Develops standard operational procedures and checklists

HEALTH AND SAFETY DUTIES:

- Develops and executes annual operating budget; provides documentation of expenditures
- Manages/executes Fire Department Occupational Safety and Health Program
- Performs Facility Manager Duties for all flight facilities
- Coordinates FES requirements into all Support Agreements and MOU/MOAs
- Flight liaison for outside agencies support requests
- Coordinates with other on/off base emergency response agencies
- Coordinates all fire reports and requests for information release
- Manages vehicle control officer programs
- Performs maintenance on flight line fire extinguishers

Department Member's Responsibilities

Fire Chief: responsible to the Base Fire Marshall (100th Civil Engineer Squadron Commander) for managing the Fire Emergency Services Flight in accordance with all mandated guidance. He also establishes and maintains an effective fire protection and prevention program.

Deputy Fire Chief/Station Manager: supports and assists the Fire Chief in the management of fire protection functions and acts as the Fire Chief during his absence. He manages flight's readiness and administrative programs.

Assistant Fire Chief for Training: plans, develops and manages the flight's training program for all flight functional areas.

Assistant Fire Chief for Fire Prevention: plan, develops and manages the fire prevention, community risk reduction, facility inspection, public education, pre-fire planning, plans review, and fire investigation programs.

Assistant Fire Chiefs for Operations: responsible for executing the level of services in accordance with the Community Risk Assessment/Standards of Cover to provide the best Fire and Emergency Services capability to the RAF Mildenhall community and supervises an assigned shift of fire protection personnel.

The Assistant Chief for Health & Safety: is responsible for managing the flight's overall safety program in accordance with NFPA 1500, Fire Department Occupational Safety and Health Program and all other applicable NFPA Standards. He/she acts as Incident Safety Officer during major fire incidents and any other emergencies.

Station Chiefs/Watch Manager: supervise company officers assigned to the station and enforces policies and regulations. When first to arrive at the site of an emergency, takes command until relieved by a senior fire officer. He/she acts as the incident safety officer when staffing permits until relieved by the Health & Safety Officer. Conducts training sessions and supports the training program.

Company Officers/Lead Firefighter/Crew Manager: supervise assigned crews, directs and take part in the vehicle and equipment inspection and maintenance. He/she responds with vehicle, crew, and equipment to emergencies. Ensures that assigned vehicles, equipment, and personnel arrive safely at an emergency, and directs fire suppression and rescue efforts of the assigned crew. When first to arrive at an emergency site, takes command until relieved by a senior fire officer. Conducts recurrent proficiency training and maintains training records.

Driver/Operators: drive and operate assigned vehicles during routine and emergency operations. Performs functional tests of assigned vehicles, operator maintenance, and assists vehicle maintenance in making minor repairs. Wears protective clothing as required. Conducts recurrent proficiency training. Performs duties assigned by the company officer.

Firefighters: maintain vehicles, equipment, and protective clothing in a serviceable, ready condition. Respond to emergencies, suppresses fire, and take precautions to prevent rekindling. Exercises caution to avoid personal injury and property damage. Protect and preserve evidence indicating fire cause. Wear protective clothing as required. Conducts recurrent proficiency training. Performs duties assigned by the company officer.

Fire Inspectors/Life Safety Educators: perform fire prevention visits to on-base facilities. Survey facilities for violations of fire codes, fire hazards, and fire safety deficiencies. Surveys new construction for inclusion of fire protection features, ensures use of approved materials, and verifies the operation of installed fire protection equipment and systems. Conducts checks on fire protection systems and equipment for proper placement. When required, accompanies craft workers during systems maintenance and performance tests and assists in training the base population.

Emergency Communications Center Dispatchers: receive alarms, alerts and dispatches firefighting crews, records data, and receives and relays pertinent communications. Tests fire alarm receiving and recording equipment and devices, including fire reporting telephone instruments. Maintains charts, maps, and books as required.

ORGANIZATIONAL ANALYSIS

Strengths, Weaknesses, Opportunities & Threats (S.W.O.T.) Analysis

RAFM FES analysis consists of an evaluation of the department's S.W.O.T. The analysis was specifically conducted to identify both positive and less-than-desirable attributes of the organization. The agency participated in this analysis and recognized its strengths and weaknesses, as well as the possible opportunities and potential threats.

STRENGTHS

◆ Outstanding Support from 100th CES, 100th MSG, and 100th ARW Leadership

Our leadership consistently supports our daily/emergency operations and special initiatives. They routinely show their faith and trust in our organization aggressively supporting fire prevention efforts, emergency operations, as well as ensuring we are sufficiently resourced to provide the highest level service possible.

◆ Becoming Fully Paperless

RAFM FES Fire Prevention section has recently converted inspection reports, facility folder information, and historical documents into electronic form in an effort to reduce our carbon footprint and help expedite the routing processes for correction of deficiencies. In addition to this we have combined our inspection reports with Wing Safety's comprehensive unit report to limit the amount of paperwork down to one document as opposed to multiple documents for each individual facility.

◆ Highly Motivated Teams

Ready to accomplish complex emergency response objectives through access to advanced firefighting devices and response apparatus. Our personnel are highly trained and skilled in vast facets of hazard mitigation, we are able to provide unmatched service to RAF Mildenhall and the local community. The promotion of a family atmosphere and team orientation are evident in our department's success.

♦ **Capitalized on Funding Process Using the Life Cycle Budget Tool (LCBT) model and End-of-Year Funding Requests**

RAFM FES has consistently identified our unique mission requirements and properly justified the resources using the 2018 Budget Management Tool (BMT) and end-of-year funding requests to successfully capture an average annual O&M budget execution of \$428.4K over the last 3 years. This level of resourcing allows our flight to continue to move forward with our internal goals to enhance our operational capabilities as well as keeping focus on our NFPA 1500 firefighter health, safety, and quality of life initiatives.

♦ **Aggressive Training Program**

RAFM F&ES renders exceptional training opportunities for firefighters through a relentless combination of 5/7 level upgrade training for military personnel have 90 days to complete each set of Career Development Courses (CDC) or Certification Courses and are required to take an end of course test 60 days after their initial enrollment. Our civilian personnel have 150 days to complete each Certification Course and are required to take an end of course test 120 days after their initial enrollment. RAFM F&ES ensures 100% of all firefighters are certified to a level commensurate with their grade. Monthly training is conducted in accordance with Air Force Civil Engineer Center annual training plan and our local mission requirements. RAFM F&ES also utilizes Air Education & Training Command (AETC) funded and unit funded advanced courses at Louis F. Garland Fire Academy (LFGFA) and Air Force Institute of Technology (AFIT) to obtain proper certification levels. The strength of our training program is second to none.

♦ **Thorough Identification of Fire & Life Safety Hazards**

RAFM FES provides exceptional identification of fire and life safety hazards for its customers. We provide our customers with thorough and detailed inspections for all facilities on an annual basis. The Fire Prevention section has also developed a Corrective Action Plan program that is being fielded at RAFM, Aviano Air Base (Italy), Hurlburt Field (FL) and Misawa Air Base (Japan) and is yielding positive results. The expectation is that this program will be an Air Force benchmark to be implemented enterprise wide.

WEAKNESSES

◆ Continuity

RAFM FES has a personnel turnover rate of 5% each month, this significantly hinders our experience levels, mission development and continuity (military). RAFM FES has two critical training deficiencies, IAW AFI 10-210 fire protection flights must conduct structural live fire training and aircraft live fire training semi-annually. Currently the fire protection flight's structural fire trainer is out of service due to defective thermal sensors. We are currently in the process of working with contractors to correct the deficiency to bring or SORTS reportable training facility back on-line. Funding this training item will provide for on-time realistic training necessary to ensure wing emergency response readiness.

◆ Code Enforcement

RAFM FES continues to struggle with many base agencies NOT buying into the inspection process and making corrections to routine findings in a timely manner. Continual follow up is required and may take months to complete. These issues coupled with the fiscal constraints put upon our military, equates to many lifesaving fire suppression and alarm systems being slid to the right for repairs in future years.

◆ Manpower Changes

RAFM FES deals with manpower challenges every year due to Permanent Change of Station's (PCS), Temporary Duty (TDY) assignments and Deployments. The continuity of the Health & Safety Program has been an area affected by this issue. A program which is so integral to daily operations suffers a loss during every rotation due to inexperienced and unqualified personnel being used to fill a mandatory position. We have to continually send personnel to specialized training to ensure proper certification levels, but ultimately they require grooming to ensure program compliance.

OPPORTUNITIES

◆ Personnel

New personnel assigned to the RAFM FES team present an opportunity to develop Fire Service Leaders within our Air Force. Additionally, we identify and evaluate new methods to encourage innovation towards improving emergency response efficiency and effectiveness. Finally, we promote a strong work ethic and continue to foster pride in our team. Several Airmen are involved with various professional organizations throughout our Squadron & Wing, many of our Firefighters have served on executive committees for the Booster Club, RAFM Airman Committed to Excellence (ACE) Council, RAFM Team 5/6, Air Force Sergeants Association (AFSA) Chapter 1670 & RAFM Top III Foundation.

◆ Establish an Emergency Communications Center (ECC)

ECCs that are co-located have the ability to share common equipment, such as the Computer Aided Dispatching (CAD) system, radio equipment and maintain multiple 911 switches. We can gain efficiencies by relocating the BDOC into the Fire Department Dispatch Center and utilizing the Computer Aided Dispatching (CAD), 911 Customer Premise Equipment (CPE) Automatic Number Identification/Automatic Location Identification (ANI/ALI), logging recording, and Geographic Information System (GIS) mapping. The first data call for FY18 3080 coded funding will be placed to purchase the updated Monaco dispatching solution center which will revolutionize emergency responses for the 100th Air Refueling Wing by providing GIS mapping, MNS capability and providing a much needed true Common Operating Picture (COP) for the EOC and the CAT C2 node.

◆ Best Practices

Incorporate best practices found throughout the AF and civilian FES community into the safety program to further incorporate a culture of safety into all aspects of the fire service. Enhance Fire Fighter fitness program by implementing NFPA 1583, standard on Health-Related Fitness Programs for Fire Department members. Ensuring all members meet a minimum 95% score on the US Air Force Fitness Evaluation as outlined in FES

goals.

◆ **Local Partnerships**

Bilateral Training, Joint Service Training and Interoperability with Off-Base Partners continues to be a focal point of this department. RAFM FES increases its mutual aid capability by conducting quarterly aircraft familiarization, emergency egress operations displaying proper tactics and techniques. This training will ensure interoperability and foster improved working relations with bilateral emergency response partners.

◆ **Return of Emergency Medical Technician (EMT) to FES**

On 14 Sep 2018, Chief Jeffery Wagner, Air Force Fire Chief, published a memorandum in coordination with the Medical Operations Division, Defense Health Headquarters, SG/3O, describing the return of the EMT level of service provided by FES. The memorandum identifies that firefighters that will function at the EMT level for the F&ES flight utilizing the eight EMTs per station number. If an increased requirement is identified, it will be agreed upon by the Medical Treatment Facility (MTF)/(Director/CC) and FES flight and outlined in a new MOU and coordinated through the MAJCOM. While RAFM FES currently meets the minimum eight EMT requirement, we are currently in coordination with the 48th MDG (RAFL) to certify four additional firefighters to exceed the requirement to accommodate permanent change of station (PCS) moved and deployments/TDY's.

THREATS

◆ **Continuous Change**

The continuous changing of personnel and leadership threaten current projects, support, and operational planning. Additionally, loss of experienced personnel, not just within the department but with supporting agencies as well. It requires training of personnel and re-establishing networks in regards to emergency response and mitigation.

◆ **Aging Dispatch Equipment**

The legacy receiver currently supporting the installations fire alarm reporting systems, is over 10 years old and is a single point of failure with no redundancy built into the system. The main Monaco Server is also without a redundant backup. If either of these two systems were to fail, the ability to receive or transmit fire alarm signals would be compromised as cause a Wing wide LIMFAC. The co-locating of the Emergency Communications Center by funding the Monaco dispatching solution would eliminate this threat and maintain NFPA 1221 compliance for redundant 911 dispatching centers and eliminate SFS deficiency of having an alternate BDOC.

◆ **Next Generation Estate Contracts (NGEC)**

The RAF Mildenhall FES fights a constant battle to ensure key facilities fire protection infrastructure remains intact. Fire suppression and detection inspection testing and maintenance, required by life safety standards, has the potential become degraded to a point of failure. Many key facilities such as aircraft hangars, base housing units, wing headquarters, and munitions storage/loading areas do not receive the attention necessary based on the contractor's inability to remain responsive to mission priorities. This creates additional unnecessary workloads for CEO to bear. The result is that we are creating a reactive environment facilities maintenance, which directly contradicts the Civil Engineer Transformation focal point of asset management. CEO potentially will be unable to meet current preventative maintenance requirements resulting in larger and more expensive repairs. We will continue to fight for these system repairs, but at the current rate, 3-4 systems are going out of service for every one being repaired each fiscal year.

◆ **Lack of Clear Guidance/Process Caused by AF Organizational Changes**

As Base Operations and Support (BOS) evolves away from a MAJCOM-centric system to the new centrally-managed AF Installation Management and Support Center (AFIMSC) to organize, train, and equip (OTE) AF FES flights, will undoubtedly suffer a loss of continuity in our normal processes. We can expect to have to deal with numerous changes in our budgeting system, recurring report requirements, and general philosophical changes between previous USAFE policies and new AFIMSC policies.

Strategic Master Planning Process

To stay abreast of ever-changing fire service demands, the RAFM FES must continuously review and evaluate current levels of services provided, program effectiveness, and when necessary, implement changes to improve programs or create new programs based on new mission requirements; this is accomplished through the Strategic Master Planning process.

The Strategic Master Planning process entails a broad review of current services provided, anticipated program or mission changes, identifying resource requirements to maintain current and anticipated program changes, and programming funding to implement program or mission requirements. The process includes listening to our internal stakeholders and external agencies to ensure adequate and the appropriate delivery of emergency services across the installation.

The Fire Chief is responsible for the overall development and implementation of the Strategic Master Plan. The Fire Chief and Planning Team committee, members from the Administration, Operations, Training & Education, and Fire Prevention elements meet annually to review and revise sections of the plan. As initiatives and objectives are met, they are removed and new initiatives are developed and added to the plan to keep a fresh and renewed focus on improving emergency services delivery during the next fiscal year.

STRATEGIC PLANNING TEAM MEMBERS

- ❖ *Fire Chief*
- ❖ *Deputy Fire Chief/Station Manager*
- ❖ *Assistant Chief for Operations (A)*
- ❖ *Assistant Chief for Operations (B)*
- ❖ *Assistant Chief for Training*
- ❖ *Assistant Chief for Fire Prevention*
- ❖ *Assistant Chief for Health and Safety*
- ❖ *Emergency Communications Center Lead Dispatcher*
- ❖ *Logistics NCOIC*

Budget Information Relative to Strategic Goals & Objectives

- Operations & Maintenance Budget Executed (non-pay) averaged over 3-years of \$351.4K annually.
- 2018-\$443.2K, 2019-\$247K, 2020-\$364.1K

- The FY20 initial budget was \$364.1K. RAFM FES requested \$784.699K from the Air Force Installation Management Support Center (AFIMSC), to help maintain all sections and programs. But due to the Air Force Fire and Emergency Services being moved from category 1 to category 2 in the Air Force Common Output Level Standards (AFCOLS) system budgetary funding across the Air Force was cut 55%. At the end of the FY20 budget cycle there was an additional \$71K spend on items that were on our unfunded list. We also received \$40K using the Overseas Contingency Operations (OCO) funds to purchase our initial issue of A2CU OCP's. Additionally we were awarded \$112K for innovations funds to pay for our "Pump Ops Simulator" and "RiVR Simulator". The total amount spent for FY20 was \$595K.

Department Strategic Goals & Objectives

This Strategic Master Plan contains the goals and objectives our department feels are necessary to maintain the highest level of service expected from our community and installation leadership.

Strategic Goal 1 - Provide our members with the best possible facilities and equipment to enhance the work area health and safety, wellness, & quality of life for all firefighters through facility enhancements by 10% each Fiscal Year.

Performance Measurement: Completion of tasks within established timelines.

Health and Safety/Facilities Improvement	Timeline
Critical Tasks	
Establish program to help prepare firefighters for "Tier 2" PT Test *Tier 2 standards delayed at Air Force level*	FY21
Modernize Physical Fitness Training Area	FY18 COMPLETE JUL 20
Establish reoccurring process for maintaining/replacing gym equipment	Continuous
Hazard/Crush Zones Painted on Vehicle Stall Floors	FY18 COMPLETE APR 18
Remodel FD Game Room thru Internal Self-Help Project Cancelled – Space now reserved for relocated BDOC	CANCELLED
Install New Bauer Compressor (CE Project/Work Order) Note: Project with CE to upgrade Electrical system	FY20
Refurbish/Modernize Kitchen/Dining Area	FY20 COMPLETE SEP 20
Acquire "Illumi-Door" Vehicle Stall Lighting System to further reduce mishaps	FY21
Construct Vehicle Stall Mezzanine for additional storage	FY20

Strategic Goal 2 - Ensure employees are appropriately trained and certified to meet mission requirements within 2 months of assignment.

Performance Measurement: Completion of tasks within established timelines.

Expand Training Capabilities	Timeline
Critical Tasks	
Modernize/Improve Structural and Aircraft Fire Training Facilities. *Additionally – Incorporate new training ground into 2030 plan*	FY21
Conduct quarterly training meetings w/Ops to include professional development subjects (AFTRs, ACES, FESTP)	Continuous
Pursue Air Force Credentialing Program – 2 per shift in each category (Staging, Planning, Ops, Safety)	FY21
Pursue CPSE Credentialing Program (CFO, IFC, AC TRNG, BFM)	Continuous
Spot Check 10% of CDC performance evaluations	Continuous
A/C / NCOIC of Training will evaluate 25% of monthly training	Continuous
	COMPLETE MAR 18
Conduct quarterly 1410 drills (2 drills annually will be multiple alarm incidents)	Continuous
	COMPLETE MAR 18
Incorporate Semi-Annual Fire Dispatch training to maintain proficiency for Ops personnel	FY19
	COMPLETE JUL 20
Establish in-house EMT refresher course/solidify 12 total EMT’s for RAFM FES	Continuous
	COMPLETE JUL 20
Conduct One “No Notice” drill per month; all emergency types & all aircraft	Continuous
Establish annual ASHER (Active shooter) /RTF training with Security Forces	FY21

Strategic Goal 3 - Provide an effective, timely and efficient emergency response capability to all areas of RAF Mildenhall.

Performance Measurement: Completion of tasks within established timelines.

Improve Operations Capabilities	Timeline
Critical Tasks	
Install Mobile Data Terminals (MDT) on all response vehicles to incorporate wireless information sharing on emergency incidents after Monaco D-21 EM Upgrade	FY21
Incorporate weekly AT/FP drive-around's into CCPT	Continuous
Acquire Wireless Headsets on fire apparatus for crews to communicate effectively during emergency responses and training exercises.	FY20
COMPLETE OCT 20	
Install updated Knox-Box's on responses vehicles and issue PIN to Ops Personnel	FY21
Develop/Maintain 4 (min) certified Company officers per shift.	Continuous

Strategic Goal 4 - Ensure administrative processes provide the foundation and direction for the organization, recognize both individual and team performance.

Performance Measurement: Completion of tasks within established timelines.

Improve Administrative Processes	Timeline
Critical Tasks	
Review/Update Strategic Master Plan	Continuous
Review/Update FMG's w/ New IFC's Signature	Oct 19
COMPLETE JUL 20	
Streamline FMGs	Continuous
Become a CFAI Accredited Agency	FY19
COMPLETE MAR 19	
Transmit monthly newsletter to flight's family members via email (via FBook)	Continuous
Conduct monthly reviews of duty titles/raters	Continuous
Maintain FESAP 4-part answers in FESMT (9 th - 10 th Edition FESSAM)	Continuous

Host In-House Professional Development Sessions from FES Leadership

Strategic Goal 5 - Provide timely and professional fire inspection enforcement, public fire education and fire protection engineering services to our community.

Performance Measurement: Completion of tasks within established timelines.

Strengthen Fire Prevention	Timeline
Critical Tasks	
Transition to a fully paperless inspection and facility folder system	Jan 19
COMPLETE NOV 18	
Provide digital facility folder information on FES SharePoint	FY21
Sustain fire prevention education to include FTAC in/out briefs, base in- processing, housing briefs, and host nation	Continuous
Implement local Hood & Duct Training for Inspector Certified Facility Manager	FY20
Replace all Fire Alarm Panel Key Boxes Installation Wide to supplement Emergency Response	EOY 19
COMPLETE AUG 18	
Continue to improve on-time return rate of inspection reports (30 Days), Corrective Action Plans (CAP), Deliberate Risk Assessments Worksheets (DRAW); aggressively track/explore leverage of Unit Commanders	Continuous
Hangar upgrades to fully automated suppression systems, research compliance	FY25

Strategic Goal 6 - Provide emergency response services in a fiscally responsible manner.

Performance Measurement: Completion of tasks within established timelines.

Improve Logistics Processes	Timeline
Critical Tasks	
Develop/Revise 5 year sustainment extensive line item budget	Continuous
Develop accountability process/system for unit PPE procurement	FY19
COMPLETED JAN 19	
Maintain 100% accountability of all equipment assets	Continuous
Meet Budget Execution Timeline Benchmarks every fiscal year	Continuous
Acquire New AF FES Structural Firefighting Ensemble	Continuous
COMPLETED OCT 19	
Acquire Indoor Structural Apparatus Pump Panel Simulator	FY20
Develop Logistics Section Flight Management Guide	FY18
COMPLETED OCT 18	

Strategic Goal 7 - Provide clear and concise emergency communications to our internal and external customers through a professional communications center.

Performance Measurement: Completion of tasks within established timelines.

Improve Dispatch Center Capabilities	Timeline
Critical Tasks	
Collaborate w/RAFL FES to secure D21 Monaco technical refresh upgrade for tri-base area to improve and enhance emergency management and incident handling. *Funds Awarded*	FY21
Secure funding for mirroring of dispatch consoles by obtaining additional E911 capability for Lead Dispatcher desk	FY21
Upgrade dated station PA system within vehicle stalls to improve sound quality and emergency message transmission	FY19
COMPLETE FEB 19	
Utilize recently revamped local training certification to recertify ALL staff on Fire Dispatch processes and protocols to be dispatch qualified	Continuous
COMPLETE OCT 18	

Upgrade and Expand current CCTV system to deliver 360 degree coverage of entire station, flight line gate, and bolster Wing AT/FP for RAFM	
	COMPLETE FEB 18
Continue to pursue radio interoperability with Off-Base Mutual Aid Partners	FY21
Procure (Pro QA) Emergency Medical Dispatch (EMD) dispatching tool and pre-hospital instructions software to enhance EMD dispatching, and obtain parity with civilian/NHS provider. This is also an accreditation write up/recommendation	FY21
Certify all Fire Dispatch Personnel to the EMR level of care to enhance EMS dispatch	FY21
Procure new Station Alerting dispatching package *Funded*	FY21
Refresh and Upgrade current FACC Dispatch Desk and Décor	FY21
Create fully automated CAD System	FY21
E911 Upgrade + CAD to improve dispatch times	FY21
Establish Alternate FACC with full functionality	FY21

Strategic Goal 8 - Promote a high degree of professional behavior for all members of the department.

Performance Measurement: Completion of tasks within established timelines.

Strengthen Professionalism	Timeline
Critical Tasks	
Promote professional growth thru participation in Professional Development Seminars, Wing Private Organizations, & Resiliency Programs	Continuous
Promote higher education, knowledge, and skill through CCAF, Bachelor/Master Degree Programs & Air Force Institute of Technology	Continuous

Strategic Goal 9 - Maintain positive relationships with surrounding communities to ensure continued cooperation during incidents that exceed our capability.

Performance Measurement: Completion of tasks within established timelines.

Maintain Community Relationships	Timeline
Critical Tasks	
Provide resource(s) for mutual aid requests for neighboring communities when mission is not interrupted/force protection is not at risk	Continuous
Review inter-local agreements with neighboring mutual aid	Continuous
Incorporate quarterly mutual-aid partner SFO meetings, exercises, & training	Continuous

Evaluation of Interagency Agreements

We maintain a working relationship and joint mutual aid agreement with Suffolk County and RAF Lakenheath FES (RAFL FES), as well as a Memorandum of Agreement with the 48th Medical Group covering protocols and initial medical response and transport coverage for RAF Mildenhall. The purpose of these agreements, which are clearly defined within the terms of each, are to establish policies and procedures whereby participants provide mutual aid in fire prevention, hazardous materials incident response, protection of life and property from fire and rescue support. The mutual aid agreements provide for additional staffing, equipment, and specialized assistance for large-scale incidents. This allows immediate response to better protect Air Force assets and proves to be more cost effective for our community. As part of an annual review of the RAFM FES master plan, the effectiveness of interagency agreements is evaluated using the goals and objectives with quality service to our communities as a priority.

Local mutual aid agreements have been reviewed and are in coordination with RAFL FES, Suffolk and Norfolk counties in an effort to refine response protocols and increase bilateral relations between the United States and the United Kingdom emergency response organizations.