

ROYAL AIR FORCE MILDENHALL FIRE & EMERGENCY SERVICES



STRATEGIC MASTER PLAN 2022-2027



RAF MILDENHALL, UNITED KINGDOM

AIRMEN - READINESS - CULTURE

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MESSAGE FROM THE FIRE CHIEF/EXECUTIVE SUMMARY



This Strategic Master Plan was 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 remains our 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 Daniel A. Robinson



RAF Mildenhall Fire Emergency Services (RAFM F&ES) 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 a minimum of 10 years." Short and long term goals (10–20 years) are included in this plan. 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 3,383 active duty, 156 US civilians, 4,100 contractors and 522 MOD and Local National Direct Hire (LNDH) Civilians. RAF Mildenhall is also home to 4,936 dependents who reside in the area bringing the total population to approximately 13,097. 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.

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 F&ES 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 F&ES 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 F&ES 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

“Provide a Ready Force and Strategic Forward Base, Projecting Airpower through Unrivaled Air Refueling across Europe & Africa”

Team Mildenhall Vision Statement

“Assuring Reach & Deterrence – Powered by Airmen & Partnerships”

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 F&ES 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**
- **12 fire apparatus and support vehicles valued at over \$10M**
- **Responded to 328 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
 - 8 Defense Fire & Rescue Service (DFRMO) Civilians
 - 30 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.

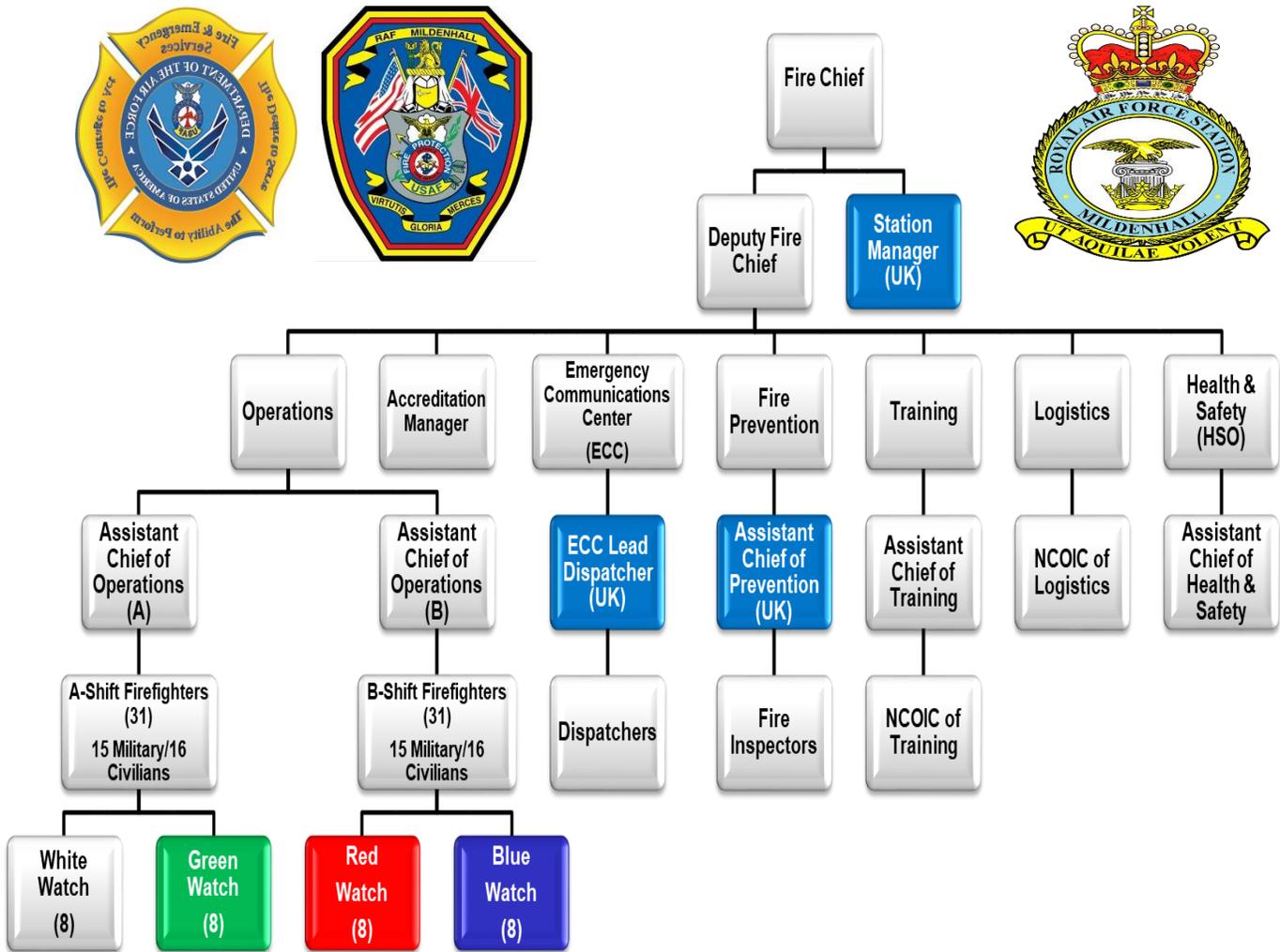
Leadership delegates authority and responsibility to each organizational element so that the mission can be accomplished in a timely manner.

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 F&ES 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. Watch Managers provide secondary roles consisting of an Accreditation Manager, Programs Manager and EMS Program Manager.

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 F&ES 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 F&ES 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 F&ES 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 \$304.1K 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 F&ES 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 F&ES has a personnel turnover rate of 5% each month, this significantly hinders our experience levels, mission development and continuity (military). RAFM F&ES 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 our 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 F&ES 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 F&ES 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.

◆ Response Times

RAFM F&ES has failed to meet the response time standards for ARFF incidents. Averaged out over the last 5 years, our aggregate response time (ART) for ARFF responses has been 6 minutes and 7 seconds. The DoD Standard is set at 5 minutes. Upon investigation of this shortfall, we have determined that access delays on the flightline is the contributing factor affecting our travel times to ARFF responses on the opposite side of the runway. Recognizing this shortfall led to the implementation of a new time-trial program, where all response routes to all demand zones within our installation were tested and recorded throughout different times during the day. We have determined the need to address not only the ARFF responses on the opposite side of the runway but any response to the southside of the installation. Our time-trials have also proven difficulties meeting the DoD Standard of a 7-minute ART for Structural responses to facilities on the southside. To address all of this, RAFM F&ES is currently in the planning stage of constructing a new fire station, which will provide an additional staging area for response ready personnel and resources unaffected by topographical complications.

OPPORTUNITIES

◆ Personnel

New personnel assigned to the RAFM F&ES 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 understanding of emerging emergency incidents and thereby develop a true Common Operating Picture, share jointly held equipment, such as the Computer Aided Dispatching (CAD) system, Motorola radio equipment, and E911 PSAPs and 911 switches, and the newly acquired Monaco D-21 EM package, which establishes links with RAF Lakenheath too.

We can gain efficiencies by relocating the BDOC into the Fire Department Dispatch Center and utilizing the Computer Aided Dispatching (CAD), newly upgraded E911 system and PSAPs, Automatic Number Identification/Automatic Location Identification (ANI/ALI), logging recording, and Geographic Information System (GIS) mapping. The Monaco D-21 EM package was installed in August 2021 within the Fire Department, which revolutionizes emergency responses for the 100th Air Refueling Wing. This new package provides GIS mapping, MNS capability and provides a much needed true Common Operating Picture (COP) for the EOC and the CAT C2 node, as well as linking component parts together, both at RAF Mildenhall and RAF Lakenheath.

The co-locating of the Emergency Communications Center will also maintain NFPA 1221 compliance for redundant 911 dispatching centers and eliminate SFS a deficiency of not having an alternate BDOC.

◆ **Best Practices**

Incorporate best practices found throughout the AF and civilian F&ES 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 F&ES goals.

◆ **Local Partnerships**

Bilateral Training, Joint Service Training and Interoperability with Off-Base Partners continues to be a focal point of this department. RAFM F&ES 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 F&ES

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/30, describing the return of the EMT level of service provided by F&ES. The memorandum identifies that firefighters 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 F&ES flight and outlined in a new MOU and coordinated through the MAJCOM.

While RAFM F&ES currently exceeds the minimum eight EMT requirement, having twelve, we are currently in coordination with the 48th MDG (RAFL) to authorize these additional firefighter EMT's to accommodate permanent change of station (PCS) moves and deployments/TDY's. This is part of the new MOU being currently evaluated.

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.

◆ 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 F&ES 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 F&ES 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 4-years of \$334.1K annually.

- 2019-\$247K, 2020-\$364.1K, 2021-\$301.2K, 2022-\$424.2K
- The FY22 initial budget was \$424.2K. RAFM F&ES requested \$744.1K 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, cut budgetary funding across the Air Force by 55%. At the end of the FY21 budget cycle, we received an additional \$89K to spend on items from our unfunded list. We acquired \$22K in funds for two new Robotronics “Sparky and Pluggie” from the 100 Communications Squadron and the 100th Mission Support Group. After calculating rebates, the \$60K received for unfunded items and the \$22K for the fire prevention education systems, the total amount spent for FY22 came to \$513.2K.

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	
Modernize Physical Fitness Training Area	FY18
	COMPLETE JUL 20
Hazard/Crush Zones Painted on Vehicle Stall Floors	FY18
	COMPLETE APR 18
Install New Bauer Compressor (CE Project/Work Order)	FY22
	COMPLETE OCT 21

Refurbish/Modernize Kitchen/Dining Area	FY20
COMPLETE SEP 20	
Construct Vehicle Stall Mezzanine for additional storage	FY20
COMPLETE MAR 21	
Replace worn bunkroom mattresses = 24 rooms, 1 Assistant Chief room and reoccurring purchase 5 yearly.	FY22
COMPLETE MAY 22	
Establish outside station emergency traffic signals to halt oncoming traffic and reduce potential risk of injury or damage when responding to incidents. (Immediately outside structural stalls)	FY23
Establish comprehensive physical fitness assessment program for new hire civilian employees, utilizing NFPA 1582 and updating the FMG	FY23
Ensure that Bio Environmental conducts air sampling in the vehicle stalls to ensure vehicle emissions and passing aircraft fumes do not impede on safe standards.	Continuous

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 at new training ground in line with the 2030 base expansion plans	FY30
Additionally – Incorporate new training ground into 2030 plan	
Conduct quarterly training meetings w/Operations section to include professional development subjects (MyTraining, ACES, FESTP).	Continuous

Pursue Center for Public Safety Excellence (CPSE) Credentialing Program (CFO, IFC, AC TRNG, BFM) and assist personnel wishing to become credentialed.	Continuous
Spot Check 10% of Career Development Course (CDC) performance evaluations.	Continuous
Assistant Chief/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 Operations personnel.	Continuous
COMPLETE JUL 20	
Establish in-house Emergency Medical Technician (EMT) and EMR refresher course to maintain certified EMTs and responders.	Continuous
COMPLETE JUL 20	
Conduct One "No Notice" drill per month; all emergency types & all aircraft.	Continuous
Establish annual Active shooter/Hostile Event (ASHER) / Rescue Task Force (RTF) training with Security Forces to be conducted Quarterly.	Continuous
Conduct biannual joint training exercise at RAF Sculthorpe with 352 SOW and mutual aid partners from Norfolk Fire & Emergency Services.	FY23
Complete virtual reality editions of AFTO 88s for all permanently assigned aircraft and then for transient aircraft.	FY23
Establish annual FDSOA Health & Safety Conferences/Apparatus Safety/Maintenance Conference to provide safety officers with professional development training from industry experts and latest technology standards.	Continuous
Maintain 90% completion in Readiness Training	Continuous

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.	FY23
Incorporate weekly off-station training into crew chief proficiency training. (e.g., Ladder, Hydrant, Pumping, Rescue drills)	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 to track use of keys and ensure only used by approved personnel for official use.	FY23
Develop/Maintain 4 (min) certified Company officers per shift.	Continuous
Replace aging P26 and P23 response vehicles through the War Reserve Material (WRM) Fire Vehicle Initiative.	FY23
Construct a Station 2 over on the south side of the base to align with the 2030 base expansion plans.	FY30
PLANNING PHASE	
Secure new Personal Protective Equipment (PPE) contract with Bristol for cleaning and repair of existing PPE.	FY23
Train/Certify all members to one position above their designated role for backfilling manning shortages.	Continuous
Bridge communications gap for Sculthorpe missions (dates, scheduling, radio communications)	FY23

Acquire compatible Motorola radio intercom connection that allows users to connect radios to masks for on scene communication	FY23
Replace all MSA air cylinders before expiration date	FY24
Fully kit out new crash response vehicles, C-9, C-10 with required suppression, resupply and cutting equipment.	FY23

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 with new goals and updates on an annual basis.	Continuous
Review/Update Flight Management Guides (FMG's) w/ New Installation Fire Chief's (IFC's) Signature.	FY22 FEB
Streamline FMGs to provide clear and concise guidance information to Fire Department personnel.	Continuous
Become a CPSE Accredited Agency.	FY19
	COMPLETE MAR 19
Prepare for CPSE Re-Accreditation by maintaining core documents and building evidence/references.	FY24
Transmit quarterly news and updates to flight's members and community through social media platforms and SharePoints.	Continuous
Conduct monthly reviews of organizational chart to include position descriptions and supervisors along with inbound/outbound personnel.	Continuous

Maintain Fire and Emergency Services Assessment Program (FESAP) 4-part answers and CPSE 10th Edition F&ES Self-Assessment Manual by having section leads reviewing a chapter each month and complete 100% review annually.	Continuous
Host In-House Professional Development Sessions from F&ES Leadership.	Continuous
Utilize Microsoft OneNote and the OKR goal setting methodology to track all fire department goals throughout the year. Also, to use as a continuity log for all sections.	Continuous

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
Sustain fire prevention education to include First Term Airmen Center (FTAC) in/out briefs, base in- processing, housing briefs, and host nation.	Continuous
Implement local Hood & Duct Training for Inspector Certified Facility Manager as new facility managers are assigned, they are to be scheduled.	Continuous
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 through Air Force Civil Engineering Center (AFCEC) including suppression agent and sprinkler design.	FY26
Publish Monthly Community Fire Safety Messages through online videos to the fire department Facebook page and RAF Mildenhall SharePoint.	Continuous
Expand certification level of Fire Inspectors to include Fire Inspector 2, Life Safety Educator 1 and NFPA 101 Course.	FY23
Improve training equipment/training aids to maximize fire safety education for our community.	Continuous
Utilize QR codes into Fire Prevention presentations to obtain community feedback through online surveys. (Newcomers/Facility Managers briefings etc.)	FY23

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/ARIS/Local Records.	Continuous
Meet Budget Execution Timeline Benchmarks every fiscal year.	Continuous
Acquire New Air Force F&ES Structural Firefighting Ensemble.	Continuous
Acquire Indoor Structural Apparatus Pump Panel Simulator.	FY21
COMPLETED OCT 21	
Develop Logistics Section Flight Management Guide.	FY18
COMPLETED OCT 18	
Establish reoccurring process for maintaining/replacing gym equipment to maintain a safe environment for physical fitness.	Continuous
Define a Defense Reutilization and Marketing Office (DRMO) staging area to eliminate confusion with what equipment is to be turned in.	FY22
COMPLETED AUG 22	

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 with RAF Lakenheath to secure D21 Monaco EM technical refresh/upgrade, to improve and enhance our emergency management performance and incident handling. Enable 'smart' incident management and 'drag & drop' Computer Aided Dispatching (CAD) dispatching by utilizing AVLS (automatic vehicle location services) and GPS mapping to display operational units positions within Monaco D21 EM package.	FY21
COMPLETE AUG 21	

Interrogate, explore and develop newly acquired Monaco D21-EM package, to establish a 'user friendly' CAD system, which simplifies and speeds up the dispatch process, and which also allows for bench marking of Aggregate Response Times (ART) recorded.	FY23
Procure funding, acquire & implement Monaco 'Station Alerting' dispatching package. Bespoke door opening, crescendo alert tones, extractor fan operation, and traffic light activation. 332 instigated & approved – awaits funding (\$200k).	FY23
Secure funding and complete purchase of one additional E911 Public Safety Answering Point (PSAP) capability for Lead Dispatch desk, and one additional E911 PSAP capability within newly established Alternate Dispatch.	FY21
COMPLETE OCT 21	
Upgrade dated station Public Address (PA) system within vehicle stalls to improve sound quality and emergency message transmission.	FY19
COMPLETE FEB 19	
Utilize established local training certification to re-certify & qualify ALL staff on Fire Alarm Communications Center (FACC) processes and protocols, to get all staff 'dispatch ready'. Evidenced by training completion & certification documentation.	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 seek availability & procurement of radio inter-operability with 'off base' mutual aid partners. Blocks exist where partners decline to share their secure radio facilities with USAF.	FY23
Seek to scope out and procure 'pre-arrival' Emergency Medical Dispatching (EMD) dispatching advice arrangement to callers, whether by card base system, or by 'Pro QA' EMD/EFD dispatching software solution. Seek to obtain parity with civilian/National Health Service (NHS) partner providers, with a view to future dispatch accreditation achievement.	FY23

Certify all Fire Dispatch Personnel to the Emergency Medical Dispatcher (EMD) level of care to enhance EMS dispatch.	FY23
COMPLETE JUN 22	
Upgrade current Primary FACC – New desk & refreshed décor provision with sound reducing wall covering, as well as more secure power provision by new/upgraded UPS.	FY21
COMPLETE MAY 22	
Plan, prepare, and facilitate install of upgraded E911 system.	FY22
COMPLETE JUL 22	
Plan and deliver fully functional Alt FACC to provide operational redundancy, and to assist with business continuity shortfalls.	FY21
COMPLETE APR 21	
Secure funding and achieve purchase & delivery/implementation of networked Motorola computer radio system for Alt FACC within Building 680.	FY23

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 Community College of the Air Force (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 partners	Continuous
Incorporate quarterly mutual-aid partner Senior Fire Officer meetings, exercises & training.	Continuous
Acquire local area hazard information from Suffolk Fire and Emergency Services to include Pre Fire Plans of nearby businesses and details of significant risks, strengthening mutual aid operational support.	FY22
Provide our community with the means to give feedback, analyze that feedback and use to improve our services.	Continuous

Evaluation of Interagency Agreements

We maintain a working relationship and joint mutual aid agreement with Suffolk County and RAF Lakenheath F&ES (RAFL F&ES), 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 F&ES 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 F&ES, 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.