

ROYAL AIR FORCE MILDENHALL
FIRE & EMERGENCY SERVICES
UNITED KINGDOM



STRATEGIC MASTER PLAN



2024 - 2028

READY 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 Larry A. Gee



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 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 3,267 active duty, 167 US civilians, 526 contractors, 90 MOD and 373 Local National Direct Hire (LNDH) Civilians. RAF Mildenhall is also home to 6,367 dependents who reside in the area bringing the total population to approximately 10,790. 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

- ❖ *“ReaDy Culture”*
 - *Airmen and Families*
 - *Develop*
 - *Posture*
 - *Mission Command*

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**
- **14 fire apparatus and support vehicles valued at over \$10M.**
- **Responded to 256 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/Civilian Deputy
 - 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 - Accreditation Manager
 - 1 - Programs Director
 - 1 - Logistics Officer
 - 1 - Emergency Communications Center Lead Dispatcher
 - 2 Local National Direct Hire (LNDH) Emergency Dispatchers
 - 2 Military Emergency Dispatchers
 - Civilian Break Down
 - 4 Defense Fire & Rescue Service (DFRMO) Civilians
 - 34 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.

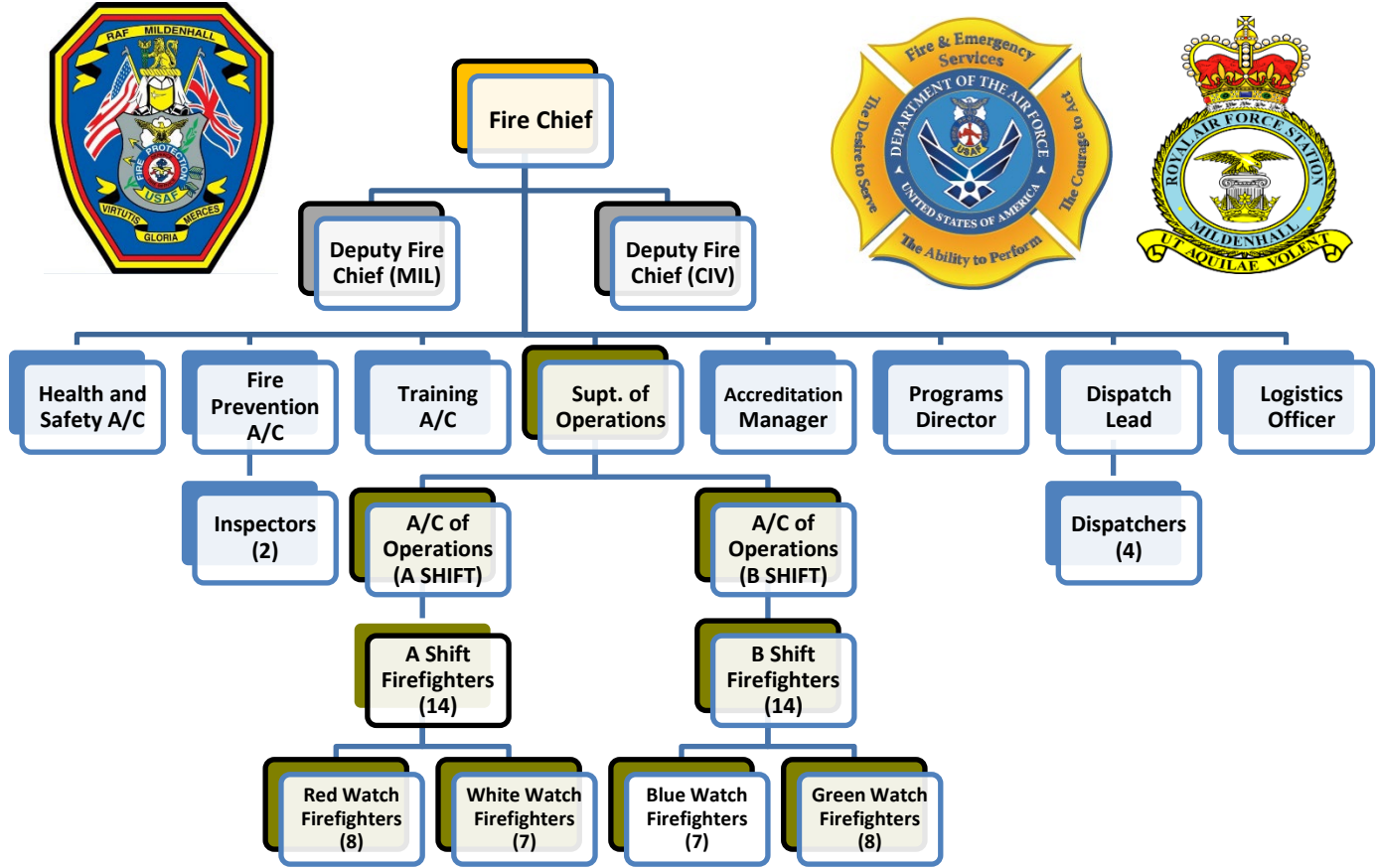
Leadership delegates authority and responsibility to each organizational element so that the mission can be accomplished in a timely manner.

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.
- Oversees respiratory protection and personal protective equipment programs.

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. The Fire Chief also establishes and maintains an effective fire protection and prevention program.

Civilian/Military Deputy Fire Chief: supports and assists the Fire Chief in the management of fire protection functions and acts as the Fire Chief during his absence. The Deputies manage the 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: plans, develops and manages the fire prevention, community risk reduction, facility inspection, public education, pre-fire planning, plans review, and fire investigation programs.

Superintendent for Operations: responsible for continuity of operational best practices across the two shifts, relaying of essential fire protection information to all essential personnel and mentorship of new operational assistant chiefs.

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.

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 Director 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. Each section within the agency participated in this analysis and recognized its strengths and weaknesses, as well as the possible opportunities and potential threats.

Health and Safety Office S.W.O.T. Analysis

STRENGTHS

- Required inspections and program reviews provide the opportunity for continued improvement within the section and for the department.
- Well-defined HSO roles and responsibilities with multiple resources outlining standards and required guidance's ensures RAFM is meeting DoD compliance.

WEAKNESSES

- Lack of pass on and continuity program folder in the HSO position has created gaps in department to meet NFPA requirements.
- Lack of integration with 48th Med Group on OHE and medical clearance for firefighters has caused deficiencies in readiness.

OPPORTUNITIES

- Current assigned HSO not tasked to deploy or PCS for at least 1 year. This will give time to grow continuity and bring department to compliance.
- Newly appointed HSO member can bring stability and renewed vision to program to eliminate shortfalls and missed requirements.

THREATS

- High or quick turnover rate in the HSO position due to PCS or deployment can cause lack of pass-on and loss of continuity.
- Rapid changing guidance not being implemented in a timely manner may cause gap in meeting new requirements.

Training Office S.W.O.T. Analysis

STRENGTHS

- 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.
- At a Squadron level, training oversight and autonomy is within the fire training section as section members are training managers for the unit.
- Strong relationship with our mutual-aid partners and joint training for off-base responses.

WEAKNESSES

- The supervisor oversight on training documentation and recording in a timely manner.
- The ability to acquire training aids from outside base organizations for hands-on training with aircraft is limited.

OPPORTUNITIES

- Coordinating with off-base response entities to support joint training both on and off-base is paramount.
- The ability to provide more operational input from shift personnel for desired training outside requirements.
- Coordination with partners at neighboring installations for joint training and such.

THREATS

- The recording of personnel records and professional training and no clear future as what databased system is to be used.

Operations Section S.W.O.T. Analysis

STRENGTHS

- Strong rapport with neighboring local councils, such as Suffolk. Mutual aid agreements, alongside strong support from command leadership, allow for quick, efficient emergency responses both within and outside of our jurisdiction.
- We have a highly professional, motivated, and trained team of individuals operating state of the art equipment allowing safe operation and mitigation of emergency incidents.

WEAKNESSES

- Operational continuity is lacking. Leadership positions have changed multiple times over the course of the year, causing voids in positions, and underdeveloped programs.
- Our current vehicle fleet suffers from frequent debilitating mechanical issues. Estimated completion times (provided by on-site mechanics) are commonly extended more than once. This affects operational levels of service and could cause preventable on scene incidents.
- RAFM F&ES has failed to meet the response time standards for ARFF incidents. Upon investigation of this shortfall, we have determined that access delays on the flight line is the contributing factor affecting our travel times to emergency responses on the opposite side of the runway.

OPPORTUNITIES

- More community outreach events are being scheduled and attended by RAFM FD, spreading awareness of our mission to more communities.
- With the first successful EMT class integration with RAFL FD, it opens the door for more mutual training classes, further bolstering the Tri-Wing area's capabilities and interoperability.

THREATS

- Department wide (AF) changes still suffer from improper continuity. The TFTR program is still in an infant state without proper guidance or operational capability. This poses a potential massive setback in training capability.

Administration/Management S.W.O.T. Analysis

STRENGTHS

- 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.
- Civilians manage the majority of our department programs, alleviating some of the department continuity issues caused by departing military personnel.

WEAKNESSES

- RAFM F&ES deals with manpower challenges every year due to Permanent Change of Station's (PCS), Temporary Duty (TDY) assignments and Deployments.
- Weaknesses in the local computer networks have created issues with accessing required documents and maintaining administrative tasks.

OPPORTUNITIES

- 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.
- Current administration team in place for at a minimum 3 years for department continuity.
- Certain personnel leading above pay grade positions for leadership roles within the department.
- Opportunities for increased local community integration and involvement through current public relations programs.

THREATS

- 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 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.
- 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 regard to emergency response and mitigation.
- Manning shortfalls against the new Unit Manning Document
- Delegation of mutual aid response authority left at Wing Commander.

Fire Prevention Office S.W.O.T. Analysis

STRENGTHS

- Excellent community education program. Whether educating via practical demonstrations, newcomers briefing, facility manager training or Fire Prevention Week, our team of professional inspectors ensure that the entire base populous is up to date with all safety initiatives.
- Fire Prevention Team have many years of service at RAF Mildenhall, bringing a wealth of local knowledge to the table.

WEAKNESSES

- 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 life-saving fire suppression and alarm systems being slid to the right for repairs in future years.
- Understaffed when military member is deployed or on a course.
- Sundown policy removed foam from hangars leaving assets vulnerable.

OPPORTUNITIES

- Pursue replacement of all Fire Alarm Panel Key Boxes installation wide to support emergency response.
- A new Air Force contract with NFPA has brought the newly developed NFPA Link application to our team. Potential for on-site research and confirmation of fire codes.

THREATS

- The Assistant Chief of Fire Prevention is approaching retirement requiring replacement and training. This could potentially affect continuity.
- Only currently have 'back door' access to British regulations which could feasibly be removed as not officially entitled to use.

Logistics Office S.W.O.T. Analysis

STRENGTHS

- Well-funded as the past 2 years RAFM has brought in over \$400k, typically have strong backing by group/wing commander.
- Well equipped. Members/Programs/Projects always have what is required.

WEAKNESSES

- Continuity of NCOIC of Logistics and secondary GPC cardholders. With the changing of personnel in the Logistics Section, it leaves periods where there may be only 1 cardholder in the flight. This ensures that 100% of the workload is placed on to a single point of failure.
- NCOIC of Logistics position is rotated too frequently causing a loss in continuity. This is often the case due to the frequent problems with minimal manpower.
- Logistics in an overseas position can provide unique obstacles not present in CONUS locations. Executing a U.S. Government budget can be difficult on foreign soil, as certain procurement procedures can drastically change when dealing with foreign markets or vendors.

OPPORTUNITIES

- Fallout/Unfunded funds boost the available purchasing power for the station. In June of FY23, additional funding was awarded for specific Military Equipment to ensure that members have the needed gear in the event of a short-notice TDY. This enabled funds to be realigned to purchase other equipment for the flight.
- The Logistics Section NCOIC position enables the assigned member to have vast and lasting impact on the flight as a whole. If there is a dedicated, hardworking, and engaged person in this role, they can also build industry relations around the world.

THREATS

- Possible change of procedures regarding purchases from local vendors. Local vendors do not have to abide by the same D.O.D. purchasing restrictions when dealing with foreign vendors or technology. This can limit not only the equipment choices themselves, but it also limits vendors that can do business with the USAF.
- Potential for funds to be reduced in coming years. As the wing has improvements made around the base, there is a possibility that the funding for other projects will be pulled from the F&ES flight. This will reduce the purchasing ability for the flight so the NCOIC of Logistics needs to be proactive at the end of the fiscal year to prepare for a reduction in funding for the following year.

Dispatch (FACC) S.W.O.T. Analysis

STRENGTHS

- Possession and use of tried & tested check sheets and operating protocol prompts which inform and ensure higher quality performance.
- Recently renovated office/desk and equipment (911 & Monaco D-21 EM) which assists in 'future proofing' the office for subsequent missions.

WEAKNESSES

- Lack of ability to interact by radio with external County partners during time of crisis on base. Access to Radio interoperability through the new Emergency Services Network would smooth the necessary information flow, removing links and single points of failure from the system, leading to a more informed and coordinated mutual aid response.
- Lack of current software-based Emergency Medical Dispatch (EMD). Previous Accreditation inspection recommended purchase and provision of a software based EMD package. Such a facility exists (Pro QA) but funding is currently being questioned based on on-going training costs.

OPPORTUNITIES

- 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.
- 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.
- Potential for more and enhanced engagement with outside civilian agencies. Access to Radio interoperability through the new Emergency Services Network would smooth the necessary information flow, removing links and single points of failure from the system, leading to a more informed and coordinated mutual aid response. It would also enable us to share information contemporaneously, allowing for a better quality of service delivered.
- PAI/Pro QA. Previous Accreditation inspection recommended purchase and provision of a software based EMD package. Such a facility exists (Pro QA) but funding is currently being questioned based on on-going training costs. This package is the same used by EEAS, and utilization of this facility would assist in communication of need between base and Civilian Ambulance service.

THREATS

- Radio & 911 system at Alt Dispatch. The ELMR radio currently situated within the Alt Dispatch is a base station set up but needs to be upgraded to a Tower 'Radio over internet' type set up, which allows greater capability and operational coverage. The newly installed E911 system at Alt Dispatch needs to have fiber connections checked and confirmed, and full capability enacted.
- CCTV cameras for Fire Department are operating at 2/3 capacity. Bidding for updated system.

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 with approval from the Base Fire Marshall. 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

- ❖ *Base Fire Marshall*
- ❖ *Fire Chief*
- ❖ *Deputy Fire Chief/Station Manager*
- ❖ *Accreditation 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 \$345.4K annually.
- 2021-\$301.2K, 2022-\$424.2K, 2023-\$406K 2024-\$250.5
- The FY24 budget totaled \$250,500, with an additional \$78,000 received from end-of-year fallout funds. Of this total, approximately \$13,000 was utilized for TDYs, while the remaining \$382,000 was allocated toward priority items essential to maintaining station operations and supporting ongoing programs. These expenditures ensured mission continuity and sustained readiness throughout the fiscal year.

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.

Health and Safety/Facilities Improvement

Timeline

Performance Measurement: Completion of tasks within established timelines.

Critical Tasks

Install PPE washer and drying cabinet for NFPA 1581 complaint PPE testing and service room. <i>(CPSE Recommendation)</i>	FY25
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Move apparatus exhaust fan controls from dispatch to apparatus bay wall and install a 10-minute run timer.	FY26
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Apparatus Bay overhead fills to ground level, removing fall hazard for servicing trucks and opening space for dedicated vehicle exhaust.	FY26
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Install individual vehicle exhaust systems, limiting exposure to vehicle exhaust and contamination of equipment. <i>(CPSE Recommendation)</i>	FY27
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Refresh and amplify the Firefighter Cancer Awareness program, aimed to eliminate or limit exposures of carcinogenic agents to prevent and lower the high risk of cancer in firefighters. Provide regular safety information through email and notice board and continue attendance to cancer awareness conference. *(CPSE Recommendation)*

COMPLETED FY25

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

Expand Training Capabilities

Timeline

Performance Measurement: Completion of tasks within established timelines.

Critical Tasks

Modernize/Improve Structural and Aircraft Fire Training Facilities at new training ground in line with the 2030 base expansion plans *Additionally – Incorporate new training ground into 2030 plan*	FY30
Establish annual Active shooter/Hostile Event (ASHER) / Rescue Task Force (RTF) training with Security Forces to be conducted semiannually.	FY26
Conduct annual joint training exercises with Joint Partners. To include RAF Lakenheath, Norfolk, Suffolk, and Cambridgeshire Fire Brigades.	Continuous
Establish a new and improved NFPA 1410 program to include monthly 1410 drills and document results. Also highlighting the program within the SOC document. <i>(CPSE Recommendation)</i>	COMPLETED FY24
Design and implement a Fire Officer Program to provide firefighters with the opportunity to be exposed to Crew Chief responsibilities and document for continued development, in line with CPC credentialing tech competencies.	COMPLETED FY24
Establish and Optimize a Firefighter Rookie Academy to address the need for consistent training of new 3-level firefighters.	COMPLETED FY24
Start construction of state-of-the-art training classroom in FD. Reassigning space and optimizing it for future site for advanced courses in USAFE.	FY25
NEW Pursue certification of 4 x personnel to become instructors and establish a localized AFCEC Hazmat Instructor Course.	FY27
NEW Establish a Hazmat Response training area to meet the needs of the new Hazmat trailer and improve practical training capabilities.	FY27

NEW Establish new relationships with non-US RAF bases and propose a firefighter exchange program to aid in learning/sharing alternate operational tactics.	FY26
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NEW Adopt a new schedule for quarterly contingency training (War-Time Task Standards) and additionally incorporate into Prime Beef sessions, scheduled with LRS and maintenance group.	FY26
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Strategic Goal 3 - Provide an effective, timely and efficient emergency response capability to all areas of RAF Mildenhall.

Improve Operations Capabilities	Timeline
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Performance Measurement: Completion of tasks within established timelines.

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.	FY26
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Ensure access to all buildings. Work with facility managers to gain after-hours access to secured facilities during an emergency response and establish Facility Access program, consisting of instructions for access. (An interim measure whilst FP pursue a Knox Box Program).	FY26
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Create a Predetermined Response Board in the corridor to provide clarity on crewing numbers for each responding vehicle for IRF and ERF. <i>(CPSE Recommendation)</i>	COMPLETED FY24
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Convert all vehicles with foam capability to new F3 foam	COMPLETED FY24
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NEW Purchase Draft Commander to aid in annual firefighting vehicle pump testing and nozzle testing.	FY27
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NEW Duplicate the facility keys held on 1 st run structural pumper so that a set is always on 2 nd run, eliminating delayed access to buildings during emergencies.	FY26
NEW Service and replenish all dry chemical systems on crash trucks ensuring operability.	FY26

Strategic Goal 4 - Ensure administrative processes provide the foundation and direction for the organization, recognize both individual and team performance.	
Improve Administrative Processes	Timeline
Performance Measurement: Completion of tasks within established timelines.	
Critical Tasks	
Achieve Accredited Status for 2024-2029 through CPSE.	COMPLETED FY24
Transmit news and updates to internal and external stakeholders and community through social media platforms, Share Points and government email.	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
Annual completion status FY24 FY25 FY26 FY27 FY28	
NEW Improve visibility of requested work orders to reduce duplication and provide clarity to department personnel on progress.	FY26

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

Strengthen Fire Prevention

Timeline

Performance Measurement: Completion of tasks within established timelines.

Critical Tasks

Publish Monthly Community Fire Safety Messages through online videos to the fire department Facebook page and RAF Mildenhall SharePoint. Continuous

Improve training equipment/training aids to maximize fire safety education for our community with up to \$8k annually. Continuous

Annual completion status **FY24** **FY25** FY26 FY27 FY28

Propose Knox Box program for out-of-hours facility access to all buildings on installation. FY26

Establish a Fire Prevention Playbook to provide instruction for operations personnel when FP team are absent (ie. Hot Works, Hood and Duct Inspections) FY25

NEW Complete Fire Risk Assessment (FRA)s for all facilities on base for the purpose of community risk knowledge and for improving accuracy of annual response data analysis. FY26

NEW Repair and update the Fire Prevention Trailer software system which requires a new version to operate. FY26

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

Improve Logistics Processes

Timeline

Performance Measurement: Completion of tasks within established timelines.

Critical Tasks

Execute annual funding budget & capitalize on “Unfunded” funds by having a robust running-list of executable projects to ensure flight does not fall short on innovative & necessary equipment.	Continuous
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Establish reoccurring process for maintaining/replacing gym equipment to maintain a safe environment for physical fitness.	Continuous
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Organize “Programs” Storage room to ensure all program tools & equipment is in one centralize location and all equipment is accessible to all members.	COMPLETED FY25
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Strategic Goal 7 - Provide clear and concise emergency communications to our internal and external customers through a professional communications center.

Improve Dispatch Center Capabilities

Timeline

Performance Measurement: Completion of tasks within established timelines.

Critical Tasks

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.	FY26
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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 from unfunded list. (\$200k).	FY26
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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.	FY26
Secure funding and achieve purchase & delivery/implementation of networked Motorola computer radio system for Alt FACC within Building 680.	FY26

Strategic Goal 8 - Promote a high degree of professional behavior for all members of the department.	
Strengthen Professionalism	Timeline
Performance Measurement: Completion of tasks within established timelines.	
Critical Tasks	
Promote professional growth thru participation in Professional Development Seminars, Wing Private Organizations, & Resiliency Programs for Military and Civilian Firefighters. To include, civilian admin function, military leadership opportunities, health, and wellness etc. 4 x annually.	Continuous
Utilize in-house Peer Reviewer to promote CPC Credentialing and mentor more of our firefighters and island wide. (Target 2 x applicants annually).	Continuous
Annual completion status FY24 FY25 FY26 FY27 FY28	

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

Maintain Community Relationships

Timeline

Performance Measurement: Completion of tasks within established timelines.

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.	FY25
Conduct 2 x mutual-aid exercises & training annually.	Continuous
Provide our community with the means to give feedback, analyze that feedback and use to improve our services. Review feedback on an annual basis.	FY29

Annual completion status **FY24** **FY25** FY26 FY27 FY28

Evaluation of Interagency Agreements

We maintain a working relationship and joint mutual aid agreement with Suffolk County, Norfolk 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.



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