

NFPA 1720

Self Assessment Manual

SVF15_®

A Division of Glatfelter Insurance Group

Standard for the Organization and Deployment of Fire Suppression, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments 2014 Edition

Table of Contents

Introduction	_ 2
Instructions for the Assessment Process	_ 5
NFPA 1720 Definition Assessment	_ 7
NFPA 1720 – Critical Criteria Assessment	_ 8
NFPA 1720 Evaluation Checklist	_ 11
Summary	_ 24
Summary Statement	_ 26
Action Plan	_ 28
Notes	_ 35
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Introduction

NFPA 1720

STANDARD FOR THE ORGANIZATION AND DEPLOYMENT OF FIRE SUPPRESSION, EMERGENCY MEDICAL OPERATIONS, AND SPECIAL OPERATIONS TO THE PUBLIC BY VOLUNTEER FIRE DEPARTMENTS.

This standard was developed to identify minimum requirements relating to the organization and deployment of fire suppression operations, emergency medical operations, and volunteer fire departments. Approximately three of every four fire departments in the United States are volunteer; therefore this standard as well as related practices (accreditation, certification, etc.) have a profound effect on the direction of the volunteer fire service.

The standard does NOT include Fire Prevention, Community Education, Fire Investigations, Support Services, Personnel Management, and Budgeting.

This standard may, in the minds of some create a benchmark to aspire and plan to, to others, it represents a minimum baseline. To others it will serve as an expectation that contracted services must meet or plan to meet. In reality the standard will mean different things to different entities because a key section indicates, "The Authority Having Jurisdiction determines if this standard is applicable to their fire department". Division of Glatfelter Insurance Group

Therefore, the first question to ask and resolve is whether or not the Authority Having Jurisdiction (AHJ) will use/apply the standard. The AHJ will vary by municipality/district/etc. applying this standard.

The next step is to determine how the organization meets the "substantially volunteer" definition. There is no defined calculation method or model; thus, you may establish your criteria based on:

- Number of volunteers versus number of paid staff.
- Hours contributed by volunteers versus number of hours worked by paid staff.
- Average response (number of persons) by volunteer staff versus paid staff, or any similar calculations process.

It should also be recognized that this standard recommends a predefined approach in some cases, where an "equivalency" may occur locally. If there is an equivalency, documentation of how that is achieved is warranted. There is intent in this standard to enhance effectiveness and efficiency, even though they may not be compatible at all times. The intent of this guide and your evaluation and assessment should be to determine gaps and establish a plan to close those gaps over time.

As you review the NFPA 1720 document and this implementation guide you will quickly notice that there are enhanced expectations for volunteer units in organization, communication, planning documentation and scheduling; in some ways being modeled after career services. These can be narrowed to six key critical criteria, in addition to defining the level and type of services to be provided; as well as assuring a training program is in place to achieve performance competency.

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Completing this self review is simple and straight forward. order In help accuracy, advisable utilize the actual **NFPA** 1720 ensure it is to document in conjunction with the self review. This document is designed understanding assist departments in and initiating the review process to areas requiring action by the fire department. Many of these determine key components can be achieved in a variety of ways. It is up to each agency to determine how achievement is measured. Simply indicating compliance document does not validate compliance. Appropriate this support must be collected and maintained, and assurance made that any related references within the standard are complied with.

This matrix is not intended to replace or assure compliance with NFPA 1720, The Standard for Organization the and Deployment of Fire Suppression Medical **Operations** Operations, Emergency Operations, and Special the Edition). Public by Volunteer Fire Departments (2001)A copy of the entire NFPA 1720, including the appendices and related introductory detail, can be obtained from the:

National Fire Protection Association

P.O. Box 9101

Quincy, MA 02269-9101

Additional NFPA Standards Referenced:

- ✓ NFPA 1500 Standard on Fire Department Occupational Health and Safety Program
- ✓ NFPA 472 Standard for Professional Competence of Responders to Hazardous Materials Incidents
- ✓ NFPA 1561 Standard on Emergency Services Incident Management Systems
- ✓ NFPA 1221 Standard for the Installation, Maintenance, and Use of Emergency Service Communications Systems
- ✓ NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs
- ✓ NFPA 1620 Recommended Practice for Pre-Incident Planning

Instructions for the Assessment Process

This assessment process has ten (10) components:

- 1. Thoroughly read and review this document, and preferably NFPA 1720 as well, prior to taking any action or making any assessment. Obtain appropriate advice or counsel before beginning the assessment.
- 2. Complete the "Definition Assessment" and the NFPA 1720 "Critical Criteria Assessment" sections. Note any deficiencies or items of concern in the "Summary Statement" section.
- 3. Read each survey component item.
- 4. Review the appropriate fire department document, procedure, operation, practice, etc. which applies to the survey component item. (suggested review items are indicated in the notes section)
- 5. In the notes section of the evaluation guide, indicate any applicable documents, processes, etc.; that demonstrates achievement of the component item.
- 6. Attempt to both document (D) and observe (O) achievement/compliance. This process completion should be noted by your marking by a check (✓ or X or circle) the D (documented), and O (observed) portions of each survey component item.
- 7. Use your best judgment to determine if the fire department insurance Group
 - \blacksquare A Achieved
 - PA Partially Achieved
 - FA Failed to Achieve

the intent of each component. Indicate your grading on the appropriate survey component section <u>and</u> the summary page. Indicate any action required in the appropriate page of the summary.

8. Based upon your assessments, provide an overall assessment of how you believe the organization has achieved, partially achieved, or failed to achieve the intent of NFPA 1720. Provide substantiation statements to support your rating.

- 9. Transfer any "actions required" from the summary page to the "Action Plan" page, assigning the responsibility for completion to an appropriate person, and prioritize the action required.
- 10. Monitor the action plan on a monthly basis and incorporate, as needed, items into the annual and strategic plan; monitoring and modifying them on an annual basis.

The process should be done with all officers present and involved. Completion should take approximately 12 hours.



NFPA 1720 Definition Assessment

Has the Authority Having Jurisdiction [AHJ] has indicated the standard applies to the fire department? Yes No
Authority Having Jurisdiction
(If the Fire Chief is AHJ what higher level authority has concurred?)
 Person
■ Title
Has the Organization indicated and documented why it is classified under NFPA 1720?
(Predominately volunteer) Yes No
Demonstrated via A Division of Glatfelter Insurance Group

NFPA 1720 – Critical Criteria Assessment

••••••				
Minimum critical criteria				
The department's organizational, operational and deployment procedures are in writing and				
issued to members.				
☐Yes ☐No Demonstrated via				
Is the department involved in developing or has developed a community risk management plan?				
Such a plan requires coordination with law enforcement, emergency management, EMS,				
Hazmat, and related agencies.				
☐Yes ☐No Demonstrated via				
B				
Does the department identify minimum staffing levels to ensure that a sufficient number of				
members are available to operate safely, effectively, and efficiently.				
Yes No Demonstrated via				
Is the response to an incident based on risk analysis, and pre-fire planning based on specific				
location or incident?				
Yes No Demonstrated via				

Has th	Has the department defined that personnel responding to fires and other emergencies be				
organiz	ed into company	units or response teams	and shall have appr	opriate apparatus and	
equipm	ent?				
Yes	□No	Demonstrated via	_		
The fire	e department is cla	ssified as: (4.3.2*)			
			Staffing &		
			Response Time	Meets Objectives	
	Demand Zone	Demographics	[minutes]	Percentage	
	Urban area	>1000 population /mi ²	15/9	90%	
	Suburban area	500-1000 people/mi ²	10/10	80%	
	Rural area	<500 people/mi ²	6/14	80%	
	Remote area	Travel dist. ≥ 8 mi	4	90%	
	Special Risks	АНЈ	АНЈ	90%	
A Division of Glatfelter Insurance Group 4.3.4* Where staffed stations are provided, does the department have a turnout time of 90- seconds for a fire or special operations, and a 60-second turnout time for emergency medical calls; 90% of the time?					
Yes	□No	Demonstrated via	_		

Indicate which of the programmatic rec	quirements the departme	ent has a training program to cover
each component of those operations.		
Firefighting		

Firefighting	
EMS (level)	
HazMat (level)	
Rope Rescue	
Water Rescue	
Trench/Collapse Rescue	
Confined Space Rescue	
Extrication Rescue	
Air/Sea Rescue	
USAR-Light	
SWAT	
Fire Police	
Public Service/Assistance	R
A Division of Glatfelter Ins	surance Group

	NFPA 1720 Evaluation Checklist			
	Survey Component	Notes		
	Organization, Operation & Deployment	<u>Chapter 4</u>		
	Fire Suppression Organization (4.1*1)			
1	Are fire suppression operations (ops) organized to ensure the fire department's (FD) suppression capability includes sufficient physical & human resources to efficiently, effectively & safely deploy fire suppression resources? (4.1*)	SOP (dispatch/response/ manning/aid-automatic/mutual) Mission statement	A PA FA	
	, ,		D O	
2	Has the authority having jurisdiction [AHJ] promulgated ² the FD's organizational, operational, & deployment procedures with written regulations, orders and standard operating procedures (SOP's)?	☐ Municipal operating statement/statute ☐ SOP manual	A PA FA	
	(4.1.1*)		D O	
3	Do FD SOP's clearly state succession of command responsibility? (4.1.2*)	Organization chart Job description ICS SOP	A PA FA	
		R	D O	

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 $^{^{1}}$ * - An asterisk denotes that there is additional explanatory information in "Annex A" which follows the text of NFPA 1720 2 Promulgate – defined as to put into operation by formal proclamation

Survey Component		Notes	
	Community Risk Management (4.2*)		
	A. The fire department shall participate in a process that develops a community fire, and emergency medical services risk management plan (4.2*)	Plan	A PA FA D O
4	B. The specific role of the fire department and other responding agencies shall be defined by the community risk management plan (4.2.1)	SOP(s) Relation to code enforcement	A PA FA D O
	C. The number and type of units assigned to respond to a reported incident shall be determined by risk analysis and/or pre-fire planning (4.2.2*)	Standard of response cover document	A PA FA D O
	Hazardous Materials 4.2.3		
5	Has the FD participated in development of a community risk management plan regarding associated risks with storage, use, & transportation of hazardous materials (haz-mat)? (4.2.3.1)	Plan SOP Haz-mat SOP/haz-mat team SOP Technical rescue SOP LEPC relationship	A PA FA DO
	Does the plan define role of FD and other agencies for haz-mat operations management as well as including other special ops? (4.2.3.2)		A PA FA D O

	Survey Component	Notes
	Staffing and Deployment 4.3	
6	Has the FD Identified minimum staffing requirements that ensure sufficient number of members are available to operate safely and efficiently? (4.3.1)	SOP – response/safety/RIC A PA FA Standard of response cover
7	A. Table 4.3.2 [on page 9] shall be used to determine staffing and response time for structural fire fighting as required in 4.4.2.B. After assembling necessary resources at	Table completed in Critical Criteria Assessment Community risk profile Standard of response cover D O
,	emergency scene, does FD have the capability to safely initiate the initial attack within 2 minutes 90 percent of the time? (4.3.4*)	Standard of response cover statement SOP Incident reports D O
8	 Are FD personnel responding to emergencies: 1. Organized into company units or response teams? 2. Equipped with appropriate apparatus & equipment? (4.3.5*) 	Organizational chart SOP - response/POV Inventory records D O
9	Do standard response assignments (including mutual aid response & mutual aid agreements) predetermined by location, & nature of reported emergency regulate the dispatch of companies, response groups and command officers to emergency incidents? (4.3.6*)	SOP – response Run cards/dispatch guidelines

	Survey Component	Notes	
	Reporting Requirements 4.4		
10	Does FD maintain standard reports for each response that contains: 1. Nature? 2. Location? 3. Description of ops performed? 4. Identification of members responding? (4.4.1*,)	Incident report	A PA FA D O
	Annual Evaluation (4.4.2)		
11	Does the fire department evaluate its level of service and deployment delivery and response time objective on an annual basis? (4.4.2.1) The annual evaluation shall be based on data relating to level of service, deployment, and the achievement of each response time objective in each demand zone within the jurisdiction of the fire department. (4.4.2.2)	Summary report Comparison report to SORC Report by demand zone SOP Run cards/dispatch guidelines Any written agreements	A PA FA
	Quadrennial Report (4.4.3)		
12	Does the fire department provide the AHJ with a written report, quadrennially, that shall be based on annual evaluations required by (4.4.3.1)? Does the report explain the predictable consequences of identified differences and address steps within a fire department strategic plan necessary to achieve compliance? (4.4.3.2)	Quadrennial Reports	A PA FA

Survey Component		Notes	
	Fire Suppression Operations (4.5)		
13	Do SOP's require one and only one individual at a time to be assigned as the incident commander (IC)? (4.5.1*)	SOP - ICS	A PA FA D O
14	Do SOP's require the assumption of command to be communicated to all units involved in the incident? (4.5.1.1*)	SOP - ICS	A PA FA D O
15	Do SOP's require an IC to be responsible for overall coordination & direction of all activities for the duration of incident? (4.5.1.2)	SOP - ICS	A PA FA D O
16	Do SOP's require the IC to ensure an accountability system is immediately established to ensure rapid accounting of all on-scene personnel? (4.5.1.3)		A PA FA D O
17	Do SOP's require the company officer/crew leader to be aware of the identity, location, & activity of each member assigned to his/her company at all times? (4.5.2)	Accountability system Radio equipment	A PA FA D O
18	Do SOP's require the company members to be aware of the identity of their company officer/crew leader? (4.5.2.1)	SOP Accountability system Training records	A PA FA
			D O

Survey Component		Notes	
	Initial Fire Fighting Ops. (4.6)		
19	Are initial attack ops organized to ensure that at least four members are assembled before entering and starting interior fire suppression/rescue ops in an area immediately dangerous to life and health. (4.6.1)	SOP Incident reports	A PA FA
	Do two members work as a team while in hazardous areas? (4.6.2)	SOP Incident reports	
20	Are orders to crewmembers, particularly verbal & those at emergency scenes transmitted through the company officer? (4.6.2.2)	SOP	A PA FA
			D O
21	Do SOP's provide for the assignment of two members outside of the hazardous area to assist or rescue of the team operating within the hazardous area? 1. One of these rescue team members is permitted to engage in other activities (4.6.3.1) 2. Members performing critical tasks that if abandoned to perform rescue, would endanger any firefighter operating at the	rision of Glatfelter Insurance Group	A PA FA
	incident are prohibited from assignment to the two-person rescue team (4.6.3.2)		D O

	Survey Component	Notes	
	Sustained Firefighting Operations (4.7)		
22	Where immediate action could prevent loss of life or serious injury, are initial attack ops organized to ensure that first arriving attack personnel who find an imminent life-threatening situation take appropriate action (even with less than 4 personnel on-scene) in accordance with NFPA 1500 ³ ? (4.6.4)		A PA FA D O
23	Beyond the capability of the initial attack, can FD provide for sustained ops including: 1. Fire suppression? 2. Search & rescue? 3. Forcible entry? 4. Ventilation? 5. Preservation of Property? 6. Accountability of personnel? 7. Dedicated rapid intervention crew (RIC)? 8. Support activities beyond capabilities of initial attack? (4.7.1)	SOP – response Automatic aid agreement Response Automatic aid agreement Response Response Automatic aid agreement Response Response Automatic aid agreement	A PA FA

³ NFPA 1500 – Standard on Fire Department Health and Safety Program

	Survey Component	Notes	
	Intercommunity Organization (4.8)		
24	Are mutual aid, automatic aid and other fire protection agreements in writing and complete and include issues such as: 1. Liability for deaths and injuries? 2. Disability retirements? 3. Cost of services? 4. Authorization to respond? 5. Staffing and equipment? 6. Resources made available? 7. Designation of incident commander (IC)?	☐ SOP ☐ Dispatch center procedure ☐ Agreements written ☐ Training records	A PA FA
	(4.8.1*)		D O
25	Are procedures and training of personnel for all FD's involved in agreements sufficiently comprehensive to produce an effective fire force and insure uniform ops? (4.8.2)	SOP Training records	A PA FA
26	The fire department is permitted to use established automatic aid or mutual aid agreements to comply with the requirements of Section 4.7.	SOP Automatic aid agreement (ision of Glatfelter Insurance Group	A PA FA
	Emergency Medical Services (EMS) (4.9*)		
27	The provisions of this section shall only apply to those fire departments that provide emergency medical serves. (4.9.1*)	SOP FD SOP EMS (or mutual aid agreement) Mission Statement	A PA FA
			N/A

	Survey Component	Notes
	Emergency Medical Services (4.9*) [Continued]	
28	The fire department has documented its role, responsibilities, functions, and objectives for delivering emergency medical services. (4.9.2)	 Municipal operating statement/statute Organizational chart EMS guidelines Training records A PA FA D O
29	The fire department shall be permitted to use established automatic aid or mutual aid agreements to comply with the requirements of section 4.9.	☐ Organization chart ☐ SOP's D O
30	Basic EMS system treatment levels as used in this standard are categorized as: 1. First responder. 2. Basic Life support (BLS) 3. Advanced life support (ALS) (4.9.5.1) Specific treatment capabilities associated with each level are determined by the AHJ for approval & licensing of EMS providers in each state & province. (4.9.5.2)	SOP (dispatch, medical protocols) Dept. of Health license Certifications Training records D 0
31	Does FD have a quality management program? (4.9.6.1)	SOP A PA FA N/A Policy statement Manager/assigned Job description Records maintained D O
32	Is first responder and BLS care provided by FD documented & reviewed by FD medical personnel? (4.9.6.2)	Copies of run reports Management review process A PA FA N/A D O

	Survey Component	Notes	
	Emergency Medical Services (4.9*) [Continued]		
33	If ALS is provided, does FD have a named medical director who oversees and assures quality medical care in accordance with state or provincial regulations? Is process documented? (4.9.6.3)	SOP/medical director	A PA FA N/A
	Special Operations Response (4.10*)		
34	This section applies to FD's that provide special operations response. (4.10.1) The FD shall adopt a special operations plan and SOP's that specify the role and responsibility of the FD. (4.10.2) Special ops shall be organized to ensure that the FD's capability includes sufficient personnel, training, equipment, and resources to safely deliver those services. Established automatic and mutual aid agreements are permitted to comply with these requirements. (4.10)	WFIA	A PA FA N/A
	permitted to comply with these requirements. (4.10)	ision of Glatfelter Insurance Gre	oup D O
35	Has FD adopted a special ops response plan and related standard operations procedures (SOP's) that specify: 1. Role and responsibilities of the FD in special	SOP	A PA FA
	operations?		
	2. Authorized functions of members responding to HazMat incidents? (4.10.3)		ро

	Survey Component	Notes	
	Special Operations Response (4.10*) [Continued]		
36	Are FD members expected to respond to HazMat incidents beyond first responder operations level? trained to applicable requirements of NFPA 472 ⁴ ? (4.10.6)	Mission statement	A PA FA D O
37	Does FD shall have capacity to implement RIC during special ops incidents that would subject firefighters to immediate danger of injury, or in the event of equipment failure or other sudden events per NFPA 1500 ⁵ ? (4.10.7)	Training records	A PA FA
38	If a higher level of response is needed beyond the capability of the FD for special ops, does the FD have procedures to determine: 1. Availability of outside resources to deploy these capabilities 2. Method of contact and response 3. Integration with local resources? (4.9.6.1) Do procedures limit FD to performing only those specific special ops functions for which their personnel are trained and equipped? (4.10.8)	Dispatch procedures SOP Mission statement or Insurance Group	A PA FA

NFPA 472-Standard for Professional Competence of Responders to Hazardous Materials Incidents
 NFPA 1500-Standard on Fire Department Occupational Safety and Health Program

	Survey Component	Notes	
	Systems		
	Safety and Health System (5.1*)		
39	Does FD provide occupational safety and health program in accordance with NFPA 1500 ⁶ that forms the basic structure of protecting the health & safety of firefighters, regardless of the scale of the dept. or emergency? (5.1.1*)	Safety officer requirements Program Physical fitness	A PA FA D O
	Incident Management System (5.2*)		
40	Does FD provide an incident management system in accordance with NFPA 1561 ⁷ that forms the basic structure of all emergency operations of the fire department regardless of scale of the department or the scale of the emergency? (5.2.1)		A PA FA
41	Is incident management system designed to manage incidents of all different types, including (5.2.2*) - structure fires - wildland fires - haz-mat incidents - emergency medical ops - other types of incidents A Division	sion of Glatfelter Insurance Group	D O A PA FA D O
42	Is the incident management system consistent with the National Incident Management System (NIMS) and the National Response Framework? (5.2.3)	SOP	A PA FA
			D O

⁶ NFPA 1500-Standard on Fire Department Occupational Safety and Health Program ⁷ NFPA 1561-Standard on Emergency Services Incident Management System

	System Component	Notes	
	Training Systems (5.4*)		
43	Does FD have a training program and policy to ensure that personnel are trained and their competency is maintained to execute their responsibilities consistent with FD's organization and deployment addressed in Chapter 4? (5.3)	SOP Training program Training records	A PA FA
	Communications Systems (5.4*)		
44	Does FD have a reliable communication system to facilitate prompt delivery of fire suppression, EMS and special operations? (5.4.1*)	SOP License Test	A PA FA
45	Do FD's communications facilities, equipment, staffing and operation procedures comply with NFPA 1221 ⁸ ? (5.4.2)	Certification statement/license	A PA FA
46	Do operating procedures for radio communications provide for standard protocols and terminology at all types of incidents? (5.4.3)	SOP	A PA FA
47	Is standard terminology established to transmit information in compliance with NFPA 1561, including: Strategic modes of operation, situation reports, and emergency notifications of imminent hazards? (5.4.4)	sion of Glatfelter Insurance Grou	A PA FA
Pre-l	Incident Planning (5.5*)		
48	Does FD have operational requirements to conduct pre-incident planning, with particular attention to risks, and target hazards? (5.5*)	☐ SOP ☐ PEP's/run book ☐ Risk assessment survey	A PA FA N/A D O

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⁸ NFPA 1221-Standard for the Installation, Maintenance and Use of Emergency Services Communications Systems

Summary

Item		Status	S	Action Required
	A	PA	FA	*
1				
				□ None
2				☐ None
3				☐ None
4				□ None
5				☐ None
6				☐ None
7				□ None
8	ſ			None
9				□ None
10				None
11				None
12				A Division of Glatfelter Insurance Group
13				
14				☐ None
15				☐ None
16				☐ None
17				□ None
18				□ None
19				□ None
20				□ None
				Tione

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21		□ None
22		☐ None
23		□ None
24	1	□ None
25		
26		□ None
27		□ None
		None
28		☐ None
29		☐ None
30		□ None
31		None
32		□ None
33		None
34		None
35		
36		A Division of Glatfelter Insurance Groupe
37		□ None
38		None —
		None
39		□ None
40		☐ None
41		□ None
42		☐ None
43		□ None
	1	

44		None
45		None
46		None
47		None
48		□ None

Summary Statement

None Achieves	None Partially Achieves	☐ None Fails to Achieve
The intent of NFPA 1720		
Substantiation:	77 W I	F.I.S
		R

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Item #	☐ Completed	Priority
Action to take:	•	☐ Urgent – 30 days
		☐ 90 days
		☐ Annual Plan
Assigned to:		☐ Strategic Plan
Item #	☐ Completed	Priority
Action to take:	□ Completed	_
		☐ Urgent – 30 days
		☐ 90 days
		Annual Plan
		☐ Strategic Plan
Assigned to:		_
Item # Action to take:	☐ Completed	Priority
Action to take.		☐ Urgent – 30 days
		☐ 90 days
		☐ Annual Plan
		☐ Strategic Plan
Assigned to:		_ Strategie Flam
Item #	☐ Completed	Priority
Item # Action to take:	☐ Completed	
	☐ Completed	☐ Urgent – 30 days
Action to take:		☐ Urgent – 30 days ☐ 90 days
Action to take:	Completed n of Glatfelter In	☐ Urgent – 30 days ☐ 90 days ☐ Annual Plan
Action to take:		☐ Urgent – 30 days ☐ 90 days
Action to take: A Division Assigned to: Item #	n of Glatfelter In	☐ Urgent – 30 days ☐ 90 days ☐ Annual Plan
Action to take: A Division Assigned to:		☐ Urgent – 30 days ☐ 90 days ☐ Annual Plan ☐ Strategic Plan Priority
Action to take: A Division Assigned to: Item #	n of Glatfelter In	☐ Urgent – 30 days ☐ 90 days ☐ Annual Plan ☐ Strategic Plan ☐ Priority ☐ Urgent – 30 days
Action to take: A Division Assigned to: Item #	n of Glatfelter In	☐ Urgent – 30 days ☐ 90 days ☐ Annual Plan ☐ Strategic Plan Priority ☐ Urgent – 30 days ☐ 90 days
Action to take: A Division Assigned to: Item #	n of Glatfelter In	☐ Urgent – 30 days ☐ 90 days ☐ Annual Plan ☐ Strategic Plan Priority ☐ Urgent – 30 days ☐ 90 days ☐ Annual Plan ☐ Annual Plan
Action to take: Assigned to: Item # Action to take:	n of Glatfelter In	☐ Urgent – 30 days ☐ 90 days ☐ Annual Plan ☐ Strategic Plan Priority ☐ Urgent – 30 days ☐ 90 days
Action to take: A Division Assigned to: Item #	of Glatfelter In	☐ Urgent – 30 days ☐ 90 days ☐ Annual Plan ☐ Strategic Plan Priority ☐ Urgent – 30 days ☐ 90 days ☐ Annual Plan ☐ Strategic Plan ☐ Strategic Plan
Action to take: A Division Assigned to: Item # Action to take: Assigned to:	n of Glatfelter In	☐ Urgent – 30 days ☐ 90 days ☐ Annual Plan ☐ Strategic Plan Priority ☐ Urgent – 30 days ☐ 90 days ☐ Annual Plan ☐ Strategic Plan ☐ Priority ☐ Priority
Action to take: Assigned to: Item # Action to take: Assigned to: Item #	of Glatfelter In	☐ Urgent – 30 days ☐ 90 days ☐ Annual Plan ☐ Strategic Plan Priority ☐ Urgent – 30 days ☐ 90 days ☐ Annual Plan ☐ Strategic Plan Priority ☐ Urgent – 30 days ☐ Urgent – 30 days
Action to take: Assigned to: Item # Action to take: Assigned to: Item #	of Glatfelter In	☐ Urgent - 30 days ☐ 90 days ☐ Annual Plan ☐ Strategic Plan Priority ☐ Urgent - 30 days ☐ 90 days ☐ Annual Plan ☐ Strategic Plan Priority ☐ Urgent - 30 days ☐ 90 days ☐ 90 days
Action to take: Assigned to: Item # Action to take: Assigned to: Item #	of Glatfelter In	☐ Urgent - 30 days ☐ 90 days ☐ Annual Plan ☐ Strategic Plan Priority ☐ Urgent - 30 days ☐ 90 days ☐ Annual Plan ☐ Strategic Plan Priority ☐ Urgent - 30 days ☐ Annual Plan ☐ Strategic Plan Annual Plan ☐ Han One of the priority ☐ Urgent - 30 days ☐ Annual Plan ☐ Annual Plan
Action to take: Assigned to: Item # Action to take: Assigned to: Item #	of Glatfelter In	☐ Urgent - 30 days ☐ 90 days ☐ Annual Plan ☐ Strategic Plan Priority ☐ Urgent - 30 days ☐ 90 days ☐ Annual Plan ☐ Strategic Plan Priority ☐ Urgent - 30 days ☐ 90 days ☐ 90 days

Item #	☐ Completed	Priority
Action to take:	•	☐ Urgent – 30 days
		☐ 90 days
		☐ Annual Plan
Assigned to:		☐ Strategic Plan
Item #	☐ Completed	Priority
Action to take:	□ Completed	_
		☐ Urgent – 30 days
		☐ 90 days
		Annual Plan
		☐ Strategic Plan
Assigned to:		_
Item # Action to take:	☐ Completed	Priority
Action to take.		☐ Urgent – 30 days
		☐ 90 days
		☐ Annual Plan
		☐ Strategic Plan
Assigned to:		_ Strategie Flam
Item #	☐ Completed	Priority
Item # Action to take:	☐ Completed	
	☐ Completed	☐ Urgent – 30 days
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