

Shaping The Future

 Strategic Plan
January 2025

GEORGIA FIRE SERVICE





Preface

Considerable changes have occurred in the Fire Service requiring an updated strategy to meet timely challenges at the local, state and national levels.

Financing the Fire Service has become increasingly competitive with other government delivered services. We have been successful in resolving many of the challenges presented in the previous strategic plan; hence it is time to move forward.

Our fire service including chiefs, other officers, firefighters, EMS responders, investigators, inspectors, specialty team experts including search and rescue, haz- mat, mutual aid and wildland fire personnel were included. Also included were policy setting and support agencies such as the Georgia Public Safety Training Center, Georgia Fire Academy, Georgia Emergency Communication Authority, Department of Human Resources, Georgia Burn Foundation, Georgia Firefighter Standards and Training Council, Georgia Fire Marshall's Office, Georgia Forestry Commission,

Georgia Firefighters Association, and GEMA/Homeland Security. The process was completed with an executive strategic planning session held in Forsyth Georgia in October 2024 followed by executive review and editing. Fire Service Unification leadership participating in these meetings set the framework for our new strategy by establishing goals and objectives to be shared by all.

The Georgia Fire Service members exhibit a sincere, hard-working motivation to be the best. I challenge you to participate in reaching the goals and objectives set forth in this Georgia Fire Service Strategic Plan for 2025- 2030.

Our citizens deserve no less than our best collective effort!

Letter from Terry Smith and Gary Clark

Terry Smith, GAFC President

It is an honor to service as the President of the Georgia Association of Fire Chiefs. Working with a group of Georgia Public Safety Personnel to update the Georgia Fire Service Strategic Planning at the Georgia Public Safety Training Center, in October of 2024 was very rewarding. I encourage you to review this document and help us to implement the goals and objectives for our Fire Service. This was truly a group effort with all fire service leaders coming together to craft a framework for our updated strategies, setting clear, shared goals and objectives for the future.

The members of the Georgia Fire Service exemplified dedication and a drive for excellence. Again, I invite you to join us in achieving the goals set forth in this 2025 Strategic Plan, propelling our service toward a stronger future.

All Fire Service Entities working together provides a safer Georgia!

Gary J. Clark, GSFA President

I also want to say that it has been my honor to serve the Fire Service as your President of the Georgia State Firefighters Association.

Developing and updating a plan as large as the Strategic Fire Service Plan is very complex. In today's times the fire service had many influential partners that were invited to assist in this most important project update. The initial fire service strategic plan was developed in 2005 and updated several times over the past decade. The 2023-24 update in October 2024 has been an effort by a group of fire service leaders and other agency partners working collectively to establish clear objectives, set obtainable goals, and render a plan based on their wealth of experience and knowledge and needs for the future of the fire service.

This collective group of leaders demonstrated extraordinary passion in completing the Georgia Fire Service Strategic Plan. I want to encourage each fire service member to review the objectives of this plan and help us achieve the goals set forth in it.

Georgia Fire Service and partners working together to be stronger, for a united fire service in Georgia!

Letter from Ike McConnell and Randy Toms

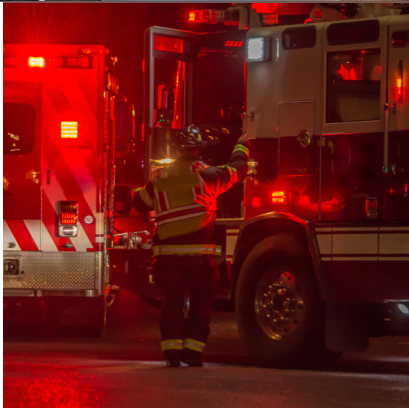
Ike McConnell, Division Director GA Fire Academy

The Georgia Fire Academy is committed to working together with our fire service partners to provide multi-level training, for the members of Georgia's Fire Service, including training that is basic, advanced, and specialized. Our goal is to not only provide training that is realistic, relevant, and cutting-edge but training that is also progressive. We strive to anticipate training needs that would eliminate fire service issues before problems arise. Our current training meets and exceeds nationally recognized standards, and our cadre of instructors are highly credentialed. The Georgia Fire Academy trains for the benefit of both career and volunteer fire departments. We provide flexibility in our classes and schedules to meet the needs of all interested parties. The vision of the Georgia Fire Academy is to provide a professional and prepared fire service for the State of Georgia both individually and organizationally.

Randy Toms, Executive Director Standards and Training

On behalf of the Georgia Firefighter Standards and Training Council I would like to thank you all for the work you do every day. GFSTC stands committed to working with every member, partner, community and stakeholder to ensure the delivery of the best services possible through the strategic plan developed by the Georgia Strategic Planning team. GFSTC believes the strategic plan is vital in ensuring we provide support in Standards and Training to help grow the fire service in the coming years. We stand firm in our commitment to meet the needs of both career and volunteer departments throughout the State of Georgia.





Firefighter Code of Ethics

I understand that I have the responsibility to conduct myself in a manner that reflects proper ethical behavior and integrity. In so doing, I will help foster a continuing positive public perception of the fire service. Therefore, I pledge the following...

- + Always conduct myself, on and off duty, in a manner that reflects positively on myself, my department and the fire service in general.
- + Accept responsibility for my actions and for the consequences of my actions.
- + Support the concept of fairness and the value of diverse thoughts and opinions.
- + Avoid situations that adversely affect the credibility or public perception of the fire service profession.
- + Be truthful and honest at all times and report instances of cheating or other dishonest acts that compromise the integrity of the fire service.
- + Conduct my personal affairs in a manner that does not improperly influence the performance of my duties or bring discredit to my organization.
- + Be respectful and conscious of each member's safety and welfare.
- + Recognize that I serve in a position of public trust that requires stewardship in the honest and efficient use of publicly owned resources, including uniforms, facilities, vehicles and equipment and that these are protected from misuse and theft.
- + Exercise professionalism, competence, respect and loyalty in the performance of my duties and use information, confidential or otherwise, gained by virtue of my position, only to benefit those I am entrusted to serve.
- + Avoid financial investments, outside employment, outside business interests or activities that conflict with or are enhanced by my official position or have the potential to create the perception of impropriety.
- + Never propose or accept personal rewards, special privileges, benefits, advancement, honors or gifts that may create a conflict of interest, or the appearance thereof.
- + Never engage in activities involving alcohol or other substance use or abuse that can impair my mental state or the performance of my duties and compromise safety.
- + Never discriminate on the basis of race, religion, color, creed, age, marital status, national origin, ancestry, gender, sexual preference, medical condition or handicap.
- + Never harass, intimidate or threaten fellow members of the service or the public and stop or report the actions of other firefighters who engage in such behaviors.
- + Responsibly use social networking, electronic communications, or other media technology opportunities in a manner that does not discredit, dishonor or embarrass my organization, the fire service and the public. I also understand that failure to resolve or report inappropriate use of this media equates to condoning this behavior.

Developed by the National Society of Executive Fire Officers

ACRONYMS

ACCG	Association County Commissioners of Georgia
DCA	Department of Community Affairs
EMA	Emergency Management Association
EMS	Emergency Medical Services
ESF	Emergency Support Function
FMACC	Fire Mutual Aid Coordination Center
GAFC	Georgia Association of Fire Chiefs
GCCMA	Georgia City and County Manager's Association
GEMA/OHS	Georgia Emergency Management-Office of Homeland Security
GFA	Georgia Fire Academy
GFC	Georgia Forestry Commission
GFIRS	Georgia Fire Incident Reporting System
GFSTC	Georgia Firefighter Standards and Training Council
GMA	Georgia Municipal Association
GMAG	Georgia Mutual Aid Group
GPSTC	Georgia Public Safety Training Center
GSAR	Georgia Search and Rescue
GSFA	Georgia State Firefighters Association
Haz-Mat	Hazardous Materials
IAFC	International Association of Fire Chiefs
ICC	International Code Council
NFPA	National Fire Protection Association
NFIRS	National Fire Incident Reporting System
NPQ	National Professional Qualification
O.C.G.A	Official Code of Georgia Annotated
SFMO	State Fire Marshal's Office
VCOS	Volunteer & Combination Officers Section (IAFC)

Our Principals



Our Purpose

Identify the key components and secure the framework to accomplish goals and get priorities for the Georgia Fire Service.



Our Mission

Executing our purpose to enhance the lives of those we serve.



Our Vision

To safeguard the lives and properties of our community by focusing on fire prevention, education, and emergency response. Through teamwork integrity, and compassion we strive to protect and serve, ensuring a safer environment for all.



Our Core Values

The core values are:

- Providing excellent **customer service** in meeting the needs of our customers.
- Exhibiting personal **integrity** through impeccable ethical conduct.
- Displaying **professionalism** in our daily interactions.
- Expressing **loyalty** to the mission of the Fire Service.
- Applying **teamwork** in our interaction with fellow employees.
- Seeking **Innovation** in our development and delivery of quality services
- Demonstrating **commitment** to our organization's mission goals, and safety.
- Exhibiting **leadership** qualities at all levels of the organization.



Our Inspiring Words

Inspirational words serve as a focal point

- Professionalism
- Leadership
- Duty
- Honor
- Integrity
- Ethical
- Teamwork
- Pride
- Courage
- Service



Our Accomplishments

- + The Fire Service has improved our Volunteer training initiative
- + The Fire Service has been more responsive to needs
- + Over the past years, we have been able to increase staffing at GFA
- + The State has allowed for funding for Adjunct Instructors
- + Our Unification partners have grown and continue to identify all stakeholders at all levels
- + The State has passed a Cancer Bill
- + The State has passed a PTSD Bill
- + GFA has improved its ability to deliver Training in the field
- + Standards and training has developed an on-line testing opportunity
- + GFA has implemented new Live Fire Instructor updates
- + Standards and training has increased Proctor Training opportunity
- + Acadis Implementation
- + GMAG has created Templates in the area of planning and personnel management to Mutual Aid and Emergency Incidents (ICS/NIMS Forms)
- + The GPERI program and training initiatives state wide

Areas of Improvement and Threats

Strength

- + Training programs
- + Strong collaboration
- + Certification and recertification requirements
- + Statewide Mutual Aid (GMAG)
- + Diverse group of partners
- + Data
- + Facilities
- + GAFC
- + GFFA
- + GFA
- + GPSTC
- + Statewide support Education (Acadis) State Academy
- + Office of Insurance and Safety Fire Commissioner
- + Integrity of Boards

Opportunities

- + Support leadership
- + Continue to improve reporting and data collection
- + Improve recruitment and retention
- + Recommitment to unification partners
- + Job opportunities
- + Working organizations like GASR, peer support, associations, etc..
- + Public communication
- + Resource collaboration
- + Future technologies
- + Unconventional partnerships (mental health, public and private)
- + Expanding education programs

Weakness

- + Resource limitations (budget)
- + Recruitment and retention challenges communication
- + Resource list and status for M/A response
- + Direct funding
- + Unified communication line to legislatures
- + Lack of voice and participation in standard development
- + PSA
- + Resource allocations
- + Technologies
- + Volunteerism
- + Funding gaps
- + Municipal funding
- + Lack of mental health providers
- + Cancer screening and prevention
- + Statewide response for disasters
- + Adoption of model codes on a system cycle (FMACC)

Threats

- + Tax base
- + Web EOC and power
- + Lack of communication GEMA
- + T-Workforce expectations
- + Equipment availability
- + Competing priorities
- + Organization capacity
- + Mental health
- + Volunteerism
- + Recruitment service
- + Funding minded components
- + Cancer
- + Mental health
- + Aging workforce
- + Reliance on grants
- + Increased demand of a variety of services
- + Not always speaking as a unified voice
- + Inability to get equipment in a reasonable amount of time
- + Tax digest does not match the rate of inflation
- + Budgetary constraints
- + Mindset and culture change of upcoming generations
- + Recruitment of retention data



The strategic planning committee completed a SWOT exercise to identify areas of improvement and credible threats to the GA Fire Service.

Our Goals

- + **Goal 1:** Enhancing Government Partnership
- + **Goal 2:** Training and Development of Fire Service Personnel
- + **Goal 3:** Enhance Emergency Preparedness and Response
- + **Goal 4:** Strengthen Recruitment and Bolster Retention by Identifying the Current Trends.
- + **Goal 5:** Incident Analysis Practices
- + **Goal 6:** Enhance and Support Volunteer and Combination Departments
- + **Goal 7:** Strengthening Unification Partners
- + **Goal 8:** Community Management of Risk Reduction
- + **Goal 9:** Technology and Communication
- + **Goal 10:** Public Safety, Health and Wellness
- + **Goal 11:** Cultural Awareness



Goal 1:

Enhancing Government Partnership

The achievement of a critical mission of the Fire Service is to reach every stakeholder with valuable information they will need in their policy making roles whether at the local, county, state or national levels. To achieve this goal, all communication tools are to be continuously identified and used to educate every elected, appointed or volunteer leader regarding the importance of their support for a vital and effective statewide fire service. This goal area is, in effect, essential to achieving the aspirations of all leaders in assuring that the Georgia Fire Service is the most respected in the United States.

- + **Objective:** Statewide classes
- + **Objective:** Create recommended guidelines for leaders to achieve effective relationships with Georgia legislators and other policy leaders.
- + **Objective:** Create a fact sheet for partners giving goals and expectations.
- + **Objective:** Develop a Regional/Legislative planning coalition. One voice concept – regular meetings, same message/alignment. This group will develop legislative guidelines and policies for leaders.
- + **Objective:** Continually study and respond to proposed changes in O.C.G.A. Titles and Chapter content. Recommend changes in present laws considered to be antiquated and/or no longer applicable; introduce legislation as necessary

Goal 2:

Training and Development of Fire Service Personnel

The Fire Service is fully dedicated to the goal of assuring that members of the entire service including, but not limited to, Fire Chiefs and other Fire Officers, Firefighters, EMS Personnel, Investigators, Inspectors, Specialty Teams (HAZMAT, & GSAR), Incident Commanders, Mutual Aid and Forestry Personnel and all Educators and Trainers **receive basic training and certification training that is considered equal to or exceeding approved state and national standards.**

- + **Objective:** Form a diverse committee to identify future educational needs for all Fire Service members to include emergency medical services.
- + **Objective:** Lobby to have more funding for Fire Academy to map plans for future operations and staffing.
- + **Objective:** Promote Fire Academy offerings more effectively.
- + **Objective:** Unify the testing and curriculum content issues.
- + **Objective:** Examine reciprocity rules and policies.
- + **Objective:** Increase ProBoard certifications for Georgia
- + **Objective:** Support the adjunct instructor programs.
- + **Objective:** Ensure unification partners are included.

Goal 3:

Enhance Emergency Preparedness and Response

The preparedness and response of Fire Service personnel is, in large part, based upon sets of procedures, protocols, personnel deployment guidelines, incident command practices and agreements between jurisdictions on the most effective and efficient methods to handle disasters. **Therefore, the entire fire service is to continually dedicate resources to upgrade and improve all formal policies and practices used in training and certification of personnel involved in emergency response work.** This goal also includes master planning and creation of partnerships between communities and levels of government required to address both declared and undeclared disasters.

- + **Objective:** Statewide mutual aid program must become an arm of the designated state agency responsible for emergency preparedness and response (plan).
- + **Objective:** Reestablish Fire Services Coordinator that was once a position of GEMA to gather resource information resources needed in ESF 4,8, 9, 10.
 - + Mobilize those resources as requested
 - + Maintain accountability of all deployed resources
- + **Objective:** Establish interoperability of emergency voice communications (i.e. radio, telephone).
- + **Objective:** Establish protocols for communication of needed resources whenever internet and phone services are not available in affected disaster areas.
- + **Objective:** Ensure collaboration and communication of all emergency preparedness partners during regular planning meetings and after-action reviews.

Goal 4:

Strengthen Recruitment and Bolster Retention by Identifying the current trends.

A major goal of the fire service is to attract and retain the best personnel the job market has to offer. As the cost of living dramatically increases and financial pressures affect the quality of family life and in particular, public safety personnel, the challenge of all management personnel responsible for recruitment, hiring and retention is to use the full resources of the fire service to achieve the stated attraction/retention goal. An important element of the overall mission is to communicate the importance of remuneration to stakeholders responsible for funding personnel costs and benefits and to explain that personnel losses resulting from across-the-board cuts and the commensurate replacement of highly trained, valuable personnel has led to major hardships for local fire departments as well as state agencies.

- + **Objective:** Analyze salary, benefits, and work schedules to meet the needs of the current workforce.
- + **Objective:** Promote and advocate for the Emergency Responders profession.
 - + Advertisements and job postings
- + **Objective:** Support improvements to the State Firefighter Pension Program.
- + **Objective:** Create a system to track firefighter retention data.

Goal 5:

Incident Analysis Practices



The incident analysis goal is critical to the development of curriculum used in training and protocol development work necessary to both effective incident command and community risk reduction programs. The institutionalization of after-incident reporting is a key to the advancement of the entire Fire Service profession and is to receive maximum attention by all organizations within the Fire Service as a priority.

- + **Objective:** Encourage after-action reporting.
- + **Objective:** Create a Georgia near-miss reporting curriculum.
- + **Objective:** Create a library of after-action reports.
- + **Objective:** Develop reporting templates.
- + **Objective:** Continue to encourage incident reporting.

Goal 6:

Enhance and Support Volunteer and Combination Departments

Of all the goals that require the full support of the fire service, maximum attention is to be given to the plight of Georgia's volunteer fire departments. As of today 52% of the fire departments in Georgia are volunteer departments. The goal, simply stated, is to **provide legislative support leading to no-cost personnel training, opportunities for networking of voluntary personnel with special emphasis on incident command**, and required financial support for firefighter safety equipment and state-of-the art life saving fire vehicles needed by at risk departments.

Attraction and retention of personnel are to be a top priorities.

- + **Objective:** Conduct statewide needs assessment surveys.
- + **Objective:** Research funding to support education, meetings and conferences for members.
- + **Objective:** Education/Sessions at conferences for volunteers and combination departments to discuss issues.
- + **Objective:** Develop a volunteer/combination toolbox.
- + **Objective:** Create a usable equipment database.
- + **Objective:** Develop educational program designed to encourage participation in all-hazards incident reporting including NERIS.

Goal 7:

Strengthening Unification Partners

Overcoming stakeholder perceptions that the Georgia Fire Service suffers from a divided house has been a priority goal of the Georgia Fire Service. In recent years, significant progress has been made by structuring unification agreements affecting thousands of members of the Fire Service family. The unification movement is in its infancy and only **the work of organizational leaders will result in effective partnerships that lead to major legislative and public relations successes**. The next stage for the movement is to enlist additional supporters including other public safety organizations and private sector entities to fully support fire service goals.

- + **Objective:** Delineate between stakeholder, relationships/partnerships.
- + **Objective:** Succession plan for GMAG.
- + **Objective:** ID stakeholders and their gate keepers.
- + **Objective:** Identify what partnership benefits for the Fire Service as a whole.
- + **Objective:** Identify why partnerships are crucial.
- + **Objective:** Create a master database of local, state and federal legislators.
- + **Objective:** Build relationships with the Department of Education to continue to raise the Pathways program awareness and other dual enrollment options within the school system. Helping with the recruitment and retention process.

Goal 8:

Community Management of Risk Reduction

The Fire Service goal is to utilize factual information, knowledge and experience to assist every Georgia community to develop and implement risk reduction and mitigation programs.

“Risk reduction” is used in a broad sense and includes, but is not limited to, development and adherence to building construction and fire codes, continual risk analyses, findings of inspectors and investigators, education of citizens and business establishments regarding fire prevention and analysis of formalized data collection regarding incidents that will lead to program priority setting activities in order to address high risk findings.

The Fire Service goal is to utilize data and experience to assist every Georgia community to develop and implement risk reduction and mitigation strategies.

- + **Objective:** Improve the quality of data entered to effectively develop the essential programs for the community.
- + **Objective:** Manage the maintenance of web pages and social media platforms offered by the SFMO.
- + **Objective:** Recognize the risk that has a direct impact within the local community.
- + **Objective:** Maintain current programs.
- + **Objective:** Continue to develop the Youth Fire Setter Program with all stakeholders and partners.
- + **Objective:** Ensure data received from fire investigations is supported by NFPA codes and standards.
- + **Objective:** Work with the Georgia Fire agencies and associations to develop a list of stakeholder grants and opportunities that can benefit the CRR programs and positions.

Goal 9:

Technology and Communication

The goal to ensure communication across partners and the state of Georgia. Thoroughly identify and address the gaps in technology and communication within the Georgia Fire Service by conducting comprehensive assessments and leveraging innovative solutions.

- + **Objective:** Create two database files – internal and external.
- + **Objective:** Improve communication regarding legislative information to internal and external stakeholders with early emphasis on long-term effects of state departmental staffing reductions.
- + **Objective:** Conduct a statewide gap analysis on communication and technology within the Georgia Fire Service. This involves current systems and processes, identifying deficiencies, and recommending enhancements to ensure effective and efficient communication across all units.
- + **Objective:** Engage in State Agency such Georgia Firefighter Standard and Training Council who performs regular onsite visits with fire departments and request their personnel to complete communications assets assessment to determine their capabilities.
- + **Objective:** Create and deploy an information network.

Goal 10:

Public Safety, Health and Wellness

The goal is to ensure that National Fire Service Safety Standards are understood and upheld by fire service personnel.

Conveyance of information to fire service employees and volunteers is a management responsibility. Related to safety measures are health and wellness issues that are applicable to all regardless of their functions. Everyone Goes Home campaigns and guidelines are to be continually supported by the Georgia Fire Service.

- + **Objective:** Advocate and support health and wellness programs practiced by Georgia Fire Departments.
- + **Objective:** Promote Unification Partners to increase emphasis on health and wellness programs.
- + **Objective:** Identify the possible funding sources to provide resources to meet organizations health needs.
- + **Objective:** Encourage departments statewide to participate in health and wellness programs
- + **Objective:** Identify the possible funding sources to provide resources to meet organization health and wellness needs.
- + **Objective:** Support and assist the Office of Peer Support to identify clinicians specializing in public safety.

Goal 11:

Cultural Awareness

The goal is to create a culture of awareness. Create a pathway that focuses on human resources that articulates the value of equality and cultural awareness within the Georgia Fire Service that creates opportunity for education and training.

- + **Objective:** Create educational opportunities that are focused on cultural awareness and implement a plan for disseminating resources that will help our service in managing in a diverse environment.
- + **Objective:** Develop a taskforce within the Georgia Fire Service that will focus on the evolution of cultural change.
- + **Objective:** Promote an environment that instills RESPECT amongst the multi-cultural fire service community.
- + **Objective:** Work with the Georgia Fire Academy on developing a curriculum that focuses on cultural awareness and the aspect of Human Resources Management.
- + **Various areas of concern:**
 1. Gender Bias
 2. Racial Bias
 3. Sex Orientation Bias
 4. Identity Bias
 5. Age Bias
 6. Generational Bias
 7. Cultural/Religious Bias

Implementation Plan

Plan Objective

To convey to readers in simple, precise terms those obtainable goals and objectives the Georgia Fire Service has identified to assure statewide delivery of quality Fire, Rescue and EMS services to the citizens of Georgia.

Plan Structure

The strategic planning committee developed a select number of goals and obtainable objectives in support of each goal. Every effort is to be made to accomplish the objectives within a five-year period. Leader challenges are included in the Goals Objectives and Leader Challenges section of the plan.

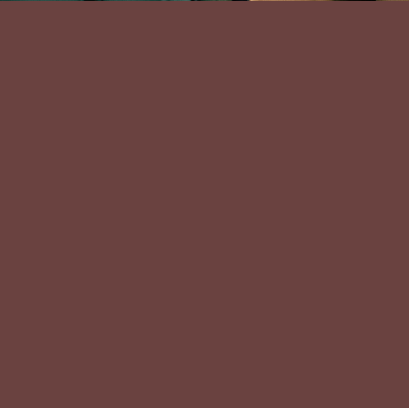
Implementation

Each stated objective under each goal is to be fully supported. This means identification of one or more individuals, task forces, associations, contractors or private entities to “own” a given objective, develop one or more implementation plans and carry out those plans until the objective is accomplished. The GAFC has agreed to act in a coordinating role to ensure that the maximum attention is given to attain the stated objectives.

Communication

Progress reports including accomplishments, unforeseen barriers to progress and general information are to be developed and reported by internal stakeholders. This is to be done through leader-to-leader meetings, newsletters, web page content and reports at association meetings. State agency directors are to be fully informed of progress, as are Unification Partners.





Strategic Plan Overlays - Recommendations

(An “overlay” is defined as a challenge or issue that relates to all goals)

State Agencies and Departments: Each agency needs a strategic plan. Inclusions within strategic plans created by State Government departments that support or otherwise complement the work of the Georgia Fire Service should be shared with Fire Service personnel responsible for implementing the Fire Service Strategic Plan.

Task Forces: Critical to the implementation of the strategic plan is task force activity designed to establish and prioritize action plans necessary to achieve plan objectives. At a minimum, task forces need to be established for the following areas: stakeholder support, training of Fire Service personnel, at risk volunteer fire departments and community management of risk. [Four (4) task force groups have already met following the Athens meeting]

Stakeholders: The recommendation to encourage the creation of a Fire Service caucus within the general assembly needs to be acted upon. The education of Fire Service champions within the assembly is necessary to communications that deal with legislative reforms. In addition, accurate listings of stakeholders at the state, county and local levels are necessary to establish electronic links with elected leaders regarding challenges, problems and success stories experienced within the Fire Service.

Unification Partners: Recognition that there exist communication voids and an absence of meeting schedules with unification partners has been made. The unification agreements call for support for the strategic plan by the partners. Such efforts need to be organized. In addition, other unification partnerships, and especially with law enforcement organizations, need to be a priority.

System Problems: Problems addressed at the Athens meeting and subsequent interviews with Fire Chiefs require Fire Service attention. Solutions may require special task forces or advisory services to resolve long-standing issues. They include: A review and restructuring of mutual aid services within the state; resolution to the problem of instructional content by the Fire Academy and local training services that do not match the content of NPQ tests, projects to resolve the absence of data voids in order to address service gap problems and updating of both short-term and long term planning documents [emphasis on data necessary for state agencies and Fire Service organizations] and attention to incident command training.

Conference Inclusions: Progress reports on the attainment of objectives in the plan should be made. Planners should consider workshops at state and regional conferences regarding priority objectives within all goal areas.

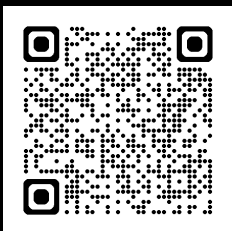


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WHAT WE ALWAYS DO

- SERVE the people first, then the property.
- SERVE the community and individuals with property damage.
- Guide citizens to the best of our ability to make sound decisions that serve THEIR interests.
- SECURE the property.
- Install measures that mitigate further property damage.
- Provide a Community Impact Statement for each fire loss.

WHAT WE NEVER DO

- Show up on site without being invited.
- "Hard sell" or push services on property owner following a recent fire.
- Exploit someone in a traumatic situation for our gain.
- Collect charges for our services from a person that is legitimately indigent and not insured.



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