

Georgia Fire Service 5 Year Improvement Plan – Year 2 *2006 Implementation Program*

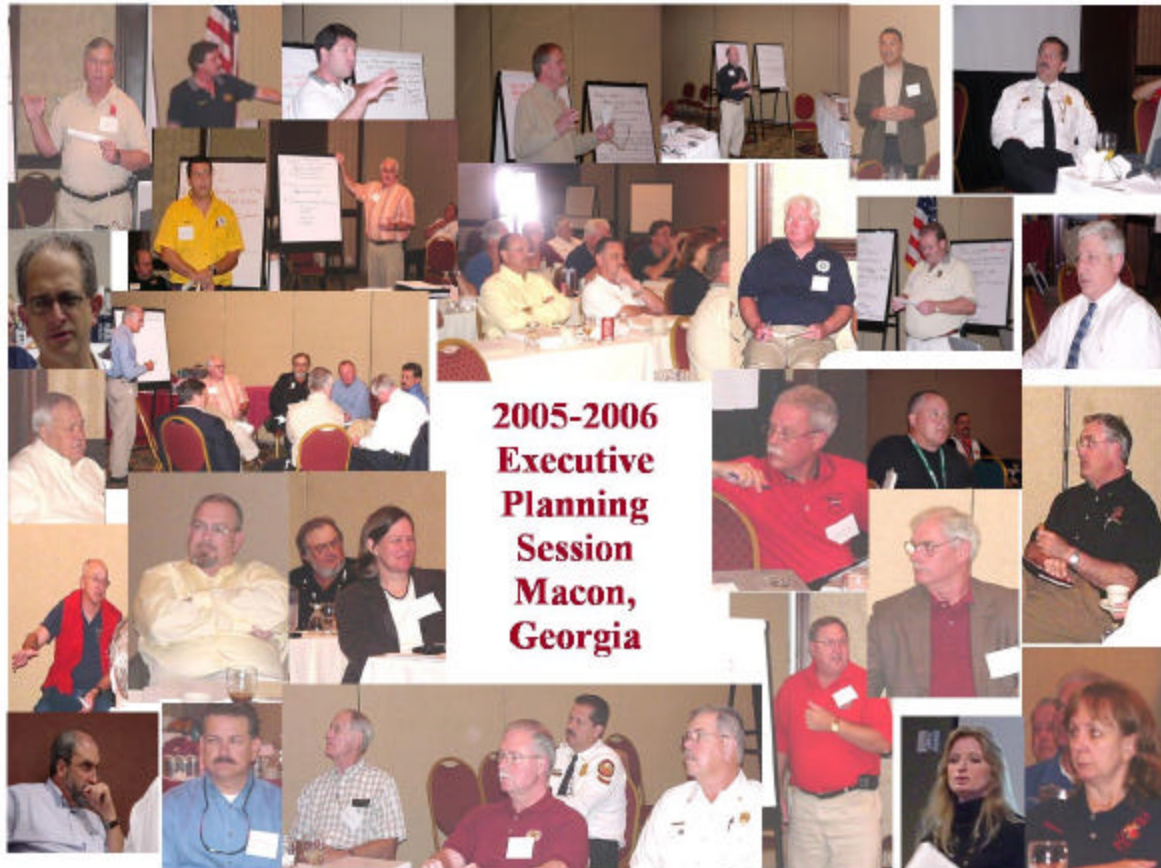


Georgia Association of Fire Chiefs, the Georgia State Firefighters Association, The Georgia Mutual Aid Group, the Georgia Metro Chiefs Association, the Georgia Fire and Emergency Services Joint Council, the Georgia Fire Investigators Association, the Georgia Fire Inspectors Association, the Georgia Public Safety Educator's Association, the Georgia Rural Fire Defense Council, the Georgia Firefighters Burn Foundation, Inc., the Georgia Forestry Commission, the Georgia Public Safety Training Center, the Georgia Fire Academy, the Georgia State Fire Marshal's Office, and the Georgia Firefighter Standards and Training Council.

Credits

Formulation of the strategic plan and the 2006 implementation program were based upon three executive sessions of Fire Service members and financed by the following: the Georgia Criminal Justice Coordinating Council, (U.S. Dept. of Justice funding); the Georgia Department of Human Services, Division of Public Health, (U.S. Dept. of Health and Human Services funding), and the Georgia Office of Homeland Security/Georgia Emergency Management Agency, (U.S. Dept. of Homeland Security funding). Research data contained in the 5 year plan report was mainly provided by the U.S. Fire Administration (DHS/FEMA), the International Association of Fire Chiefs (IAFC), the National Fire Protection Association (NFPA) and leaders of various Georgia Fire Service associations. The 2005 plan was crafted under the auspices of the Georgia Association of Fire Chiefs (GAFC) in partnership with the Georgia State Firefighters Association (GSFA).

PLANNING SESSION



BACKGROUND

On January 1, 2005, a five-year strategic plan designed to improve the Fire Service (hereinafter referred to as the Service) in Georgia was issued and sent to organizations within the Service, supportive associations, selected stakeholders and national leaders generally recognized as public safety advocates. Fire Service representatives personally delivered the 40 page document including a supplement on the status of volunteer fire departments to the Georgia congressional delegation. The Service also mailed copies to fire departments throughout the state. The plan contained information useful in understanding the readiness status of fire departments in the state and introduced fifteen standing goal areas and included serious issues leaders believed must be addressed in the years to come.

Two overall themes were prevalent in the plan: (1.) to assure that fire service standards are developed and maintained regarding every component of man-made & natural disaster readiness and (2.) retention of public confidence for all fire departments - whether career, combination or volunteer.

From 2005 Strategic Plan – 15 Goal Areas

- **Stakeholder Support** [Called for an aggressive communication effort to educate and work with stakeholders]
- **Training** [Called for attention to course offerings and course content for fire chiefs, firefighters, incident commanders and for increased involvement and cooperation with local training officers by state training entities]
- **Readiness and Disaster Response** [Called for regional response plans for every GOHS/GEMA area, operational baselines necessary for components of incident management processes, coordinated statewide mutual aid and improved coordination of incident command managers]
- **Incident Communications – Radios & Computers** [Called for information and specifications for communication tools necessary to standard operations and incident command]
- **Computer Technology – Equipment Specifications** [Called for promulgation of computer and computer equipment specifications for equipment needed to meet broad communication needs among fire departments and other emergency responders including state administrative agencies]
- **Research, Best Practices, Lessons Learned** [Called for systems to track best practices, with emphasis on utilization of DHS supported Lessons Learned Information Sharing program]
- **Cooperation Between Organizations; Image and Networking** [Called for a unified effort among fire service and allied organizations to support implementation of the 5 year plan]

15 Goal Areas – Con't.

- **Physical Facilities** [Called for repair and improvements to fire station facilities in Georgia and for construction of new public safety training facilities]
- **Fire Prevention, Awareness and Enforcement** [Called for support of State Fire Marshal's office and specified statewide programs leading to code compliance and better fire and life safety prevention]
- **Program Funding** [Called for professional efforts to secure program funding from local, state and national sources regarding priority programs]
- **Fire Service Structuring** [Called for attention to the future of the Georgia Fire Service as an organizational entity, coordinated program development and implementation of long-range improvement plans involving organizations within the Fire Service.]
- **Volunteers and Volunteer Fire Departments** [Called for priority attention to the plight of volunteer fire departments and volunteers. Identified specific programs to support recommendations contained within the International Association of Fire Chief's Blue Ribbon Task Force report]
- **Employee Remuneration** [Called for increased effort to attain and maintain competitive wages and benefits]
- **Physical Fitness and Wellness** [Called for programs designed to keep firefighters physically fit]
- **Private Sector Support** [Called for new working relationships with the Georgia business community and with special emphasis on critical infrastructure readiness and disaster response planning]



FIRE SERVICE MEMBERS

2006 PRIORITIES - Stakeholders

GOAL AREA 1. Stakeholder support remains the key to improvement of the Fire Service. A greater understanding of the issues facing Georgia fire departments by elected officials and their staff executives and what can be done, both in the short and long terms, is to remain a first priority.

Specifically, increase and improve interaction with the Association County Commissioners of Georgia (ACCG) and the Georgia Municipal Association (GMA) by the Fire Service is needed. Talks and action plans should emphasize joint responsibilities, potential liabilities for policy makers, gap analysis (terrorism prevention and mitigation) and securing adequate funding through unified efforts of local government and Fire Service associations. In addition, seek support from both ACCG and GMA in the following three areas:

- 1) Additional funding for the Georgia Fire Academy and the Georgia Firefighter Standards & Training Council**
- 2) Introduction and passage of Intrastate Mutual Aid legislation**
- 3) Obtaining State funding for a mandatory Fire Chiefs training program**

During 2006, there should be a revitalized effort on the part of the Fire Service to actively participate in GMA and ACCG Orientation Programs for newly elected local officials.

2006 Priorities - Training

GOAL AREA 2. Training of Fire Chiefs remains the key to successful management of fire departments in the state. The following areas have been identified to strengthen the effectiveness of each Chief and his or her fire officers: securing adequate funding, budgeting, NIMS and ICS training, department management, vehicle and equipment purchase and maintenance, staff recruitment, staff retention, employee remuneration, diversity, staff training, staff physical fitness and wellness, public relations, media relations, incident management, critical infrastructure identification and protection, property inspections, utilizing technology, code development and enforcement, fire safety & prevention and assisting state & federal agencies with research and development activities.

Initiation of mandatory training for Fire Chiefs has been recommended. Some of the questions and concerns in this initiative are:

- **Should seasoned management professionals who have served with distinction for many years be allowed a waiver from a mandatory training requirement?**
- **Should additional training opportunities be provided in addition to the courses offered at the Georgia Public Safety Training Center?**
- **Should compensation and expenses be provided to Chiefs of Volunteer and Combination departments attending training under a mandatory program?**

Training Priority, Con't

Another vital issue is succession management. As Fire Chiefs reach retirement age, the question becomes, “has adequate training been offered to potential Fire Chiefs?” Has leadership training and human resource management been experienced by potential Chief candidates so that their tenure as the chief officer of a given department proves to be rewarding for all concerned?

Fire Service support and recommendations for the Georgia Fire Academy (GFA) remain an important part of 2006 programming. Priorities for 2006 should include:

- **Obtain sufficient additional funds to satisfy the demands for required training that were created by SB169-2003.**
- **Using the existing eight burn buildings to conduct additional structural fire control instructor programs and train new and existing instructors to meet the current instructor program standards. Ideally, fire departments within the geographical areas of the eight existing burn buildings could serve as hosts and lead the way for this initiative.**
- **Obtain funding to train first responders and firefighters for the operations and technicians level responses to hazardous material incidents.**
- **Support the collaborative efforts of the GFA with the Georgia Firefighter Standards and Training Council (GFSTC) to assure consistency between GFA course offerings and NPQ (National Professional Qualifications) PRO Board certifications administered by the GFSTC.**
- **Support the efforts of the GFA and GFSTC to work with the GAFC and GSFA on obtaining credit hours for training on approved programs conducted during conferences and meetings.**
- **Support the goal of the GFA to establish, within 18 months, Fire Officer Training for supervisors, managers and administrative personnel.**
- **Support the introduction of blended training opportunities (classroom and on-line work).**

2006 Priority – Readiness & Disaster Response

GOAL AREA 3. Extraordinary performance by the Fire Service in the areas of readiness and disaster response is central to protection of the lives of Georgia citizens and their property. Rita and Katrina hurricane victims were supported by Georgia Fire Service Search and Rescue personnel. (Those who served attested to the fact that inadequate planning, failed interoperability and a lack of common sense both by government officials and persons who were in a position to evacuate--but didn't--led to human suffering that has been best characterized as totally unwarranted.) While most efforts in recent years have been to prepare for terrorist attacks, many fire officials have questioned why there has not been greater progress in readiness planning with emphasis (funding) for an all hazards approach.

In a recent action research survey, of the 40 fire officers responding, more than one third (1/3) indicated they were not holding a copy of their county's local emergency operation plan, more than one third (1/3) indicated they did know when the plan was dated, and more than 50% indicated they were not involved or could not remember meaningful involvement in the development of those plans!

Association leaders have indicated that meaningful planning requires funding for ongoing efforts because local conditions constantly change. Top-down "planning" is not considered adequate planning because meaningful dialogue between planners and those who implement plans does not take place. Assuring experienced personnel are involved and revisiting plans to make adjustments are key ingredients to readiness planning. The Fire Service believes that involvement by all segments of the emergency response community and by those in the private sector is critical to quality planning.

Readiness & Disaster Response Priority, Con't

- **Efforts by GOHS/GEMA and the Georgia Tech Research Institute to collect vital information regarding emergency response personnel, vehicles and equipment is fully supported by the Service. Without immediate access to such information, incident command cannot adequately function. Gap analysis work introduced in GOHS/GEMA Area 7 (Atlanta-Metro and beyond) was based on disaster scenarios designed to assess resources that could be counted upon by emergency response teams. Such work is absolutely necessary on an annual basis in every GOHS/GEMA Area and should be managed by experts who should recommend how best to fill gaps and how they should be funded (local, state or federal).**
- **Mutual aid agreements top the list of 2006 Fire Service actionable items. While there are 159 Georgia counties, there are 654 fire jurisdictions. The “new” GMAG with the formal GOHS/GEMA relationship needs Fire Service support. To accomplish a uniform basic standard for mutual aid, Fire Service resources should be directed to the accomplishment of statewide mutual aid agreements in every jurisdiction. State legislation on this subject should be introduced to assure everyone participates. Future federal funding will require that such agreements exist.**
- **Leaders have requested that GMAG educate Fire Chiefs and executive officers on the subject of the Mutual Aid Box Alarm System (MABAS). Modifications to the original system, as introduced in Illinois, are now being used in Georgia.**
- **For 2006, this goal area requires dialogue between the Fire Service and GOHS/GEMA personnel regarding recommendations by the Service as referenced above. The Service should continue to strongly support the GOHS/GEMA/GTRI effort to collect the best information possible from each GOHS/GEMA Area.**
- **The Service should correspond and otherwise communicate with the Governor regarding the replacement for the retiring GOHS/GEMA Director to assure that the newly appointed person has a broad background in emergency management work and is All-Hazards oriented. If there is a selection committee, the Fire Service should be represented.**

2006 Priority – Incident Communications

GOAL AREA 4. Incident Communications. For 2006, Fire Service leaders have indicated that they are not fully knowledgeable about state-federal master plans to bring about acceptable interoperable systems and equipment necessary in high-risk Georgia communities. While some local communities have benefited from advances in radio transmission and state-of-the art equipment, others are not “in the loop” and have not been in communication with those who design and purchase systems. Reports on the effectiveness of various systems have not been forthcoming. This goal area requires dialogue between the Fire Service and GOHS/GEMA personnel on the subject and attention at conferences sponsored by GAFC and the GSFA.

2006 Priority – Fire Service Re-Organization

GOAL AREAS 7 and 11. Cooperation Between Organizations (Goal 7) and Fire Service Structuring (Goal 11). For 2006, leaders have indicated that a review of how the Service is structured and the future role of Fire Service Associations is critical to the accomplishment of Fire Service goals. It is remarkable that the associations and their staff members are so philosophically attuned and have communicated as well as they have under some very trying circumstances. Unanimous support from all the Fire Service associations for the 5-year plan while the approval process was conducted is testimony to this observation.

It is noted that most association policies, programs and communications are the result of volunteer efforts. Only GSFA and GMAG have offices and executive directors. It is also noted that over the years, it has become more and more difficult for leaders to spend the time needed to assure successful legislative reforms, innovative programming, advocacy activity and communications with stakeholders as well as the more than 30,000 + members of career, combination and volunteer fire departments in Georgia. All the associations are under-funded when it comes to providing quality professional services. This is a challenge all associations face.

Georgia Fire Service Members



Fire Service Re-Organization, Con't

- **In the southern states of Virginia and Florida, well-organized Fire Service organizations do exemplary work to stay on top of issues and communicate with members and stakeholders. Georgia has the potential to have the best managed, most effective statewide Fire Service of all the southern states. Georgia leaders are in top national positions and can do a great deal to bring all the associations and supportive governmental agencies together as reforms are enacted.**
- **What should the Fire Service look like in the years ahead? Will the Service be an independent, advocacy oriented organization with a confederated structure of association members? Or, will the Fire Service be an arm of the state government operating much like an independent authority? Will the Service have staff or should dues money be used to hire professional association executives within each association that do not have professional assistance?**

The pros and cons of this important subject need to be examined by leaders and a plan set in motion to achieve a new structure in 2007. Associations involved would then be in a better position to establish performance objectives for persons hired or contracted to conduct professional program activities. A summit should be convened in 2006 involving Presidents of Fire Service associations and selected advisors to address the aforementioned questions.



GEORGIA FIRE
SERVICE
MEMBERS



Considerations/Deliberations

- **LEGISLATIVE** - The legislative program should emphasize funding for the Georgia Fire Academy, Statewide Mutual Aid and Mandatory Training for Fire Chiefs. A great deal of work is necessary to accomplish statewide mutual aid and achieve a state-funded Fire Chief training program. With the exception of funding for the Georgia Fire Academy, introduction of legislation should only take place after all the associations have endorsed new initiatives. This mirrors the successful process used to secure passage of SB169-2003.

Serious consideration should be given to the creation of a non-partisan legislative (state legislators) caucus. In 2006, the service should explore the possibility of such a caucus to further the legislative goals of the Service.

- **CONFERENCES - GAFC, GSFA** and their joint conferences should feature accomplishments of 2006 support initiatives and other key items in the 5 Year Plan. Speakers, panels and progress reports on the aforementioned items should have prominent placement in every conference program. By doing so, all attendees will better understand that there is a unified Fire Service focused on the priority program they, as members, have established.
- **VOLUNTEER AND COMBINATION FIRE DEPARTMENTS** – Lack of adequate local funding has caused fire departments in many parts of the U.S. to reduce operations, consolidate with other departments or cease to exist, creating serious service problems in local communities.

2006 Deliberations, Con't

- **REPORTS BY REPRESENTATIVES** - Reports on accomplishments by Fire Service representatives who regularly attend national meetings should be posted on the Fire Service association's web sites. Their reports should answer, in part, those perennial questions asked by members regarding how they benefit from association membership.
- **VOLUNTEER AND RURAL DEPARTMENTS** - A special joint committee should be formed to prioritize actionable items dealing with both the Blue Ribbon and Red Ribbon reports issued by IAFC's Combination and Volunteer Officer's Section. These reports and implications for Georgia are critical and should receive attention in 2006.
- **STATE STRATEGIC PLAN FOR TERRORISM PREPAREDNESS** – This document should be examined and explanations received by the Fire Service and allied emergency responders regarding the status of present funding, proposed funding and state priorities that have been established for federal funding support for the plan.
- **GOHS/GEMA REGIONAL STRATEGIC PLAN (Model Plan)** – This document requires a thorough understanding by Fire Service members regarding potential rewrites of existing readiness planning documents, collaborative efforts required by supporting emergency responders who will be required to support each regional plan and guidelines for how to implement plans when multi-jurisdictions are involved.

2006 Deliberations, Con't

- **DIVERSITY** – Last year, the IAFC sponsored Atlanta conference on workplace diversity was cancelled due to Katrina. This is an important area for Fire Departments throughout the state. This should be a topic for association leaders leading to Fire Service recommendations for achieving a diversified workforce.
- **RURAL FIRE DEPARTMENT COMPUTER USE – GOHS/GEMA AREA 2** (Southwest Georgia) applied for, and received, a federal grant to purchase computers and peripherals in an effort to encourage computer use in rural areas. The concept was to strengthen communication between cooperating departments, access to a centralized incident command system and better communication with the state's training facilities. The Service should follow the pilot work in this area and assure findings receive broad distribution.
- **INTERSTATE MUTUAL AID** – This topic requires Fire Service attention and support as IAFC undertakes study and recommendations for cooperation between the States regarding disasters. Jack Krakeel, Chief of the Fayette County Fire & Emergency Services is chair of the IAFC task force on this subject.

Fire Service Representatives

Roger Browning, Fire Defense/Prevention Coordinator

Georgia Forestry Commission

Liaison, Georgia Rural Fire Defense Council

Eddie Buckholts Jr., Fire Chief

Forest Park Fire Department

President, Georgia Mutual Aid Group (GMAG)

Scott Carter, Deputy Fire Chief

City of Cartersville Fire Department

Member-GAFC/GSFA Joint Legislative Committee

Allen A. Conger, Fire Chief

Ben Hill County Volunteer Fire Department

Member-Georgia Firefighter Standards & Training Council

Member-Georgia Firefighters' Pension Fund Board of Trustees

Johnny Crawley, Assistant Chief

Thompson Fire Department

President-Georgia State Firefighters Association

Perry Dalton, Fire Chief

Banks County Fire Department

Member-Georgia Firefighter Standards & Training Council

I. David Daniels, Fire Chief

Fulton County Fire Department

Chair- International Association of Fire Chiefs (IAFC)

Health and Safety Committee

Scott Dodson, Lieutenant

Cobb County Fire & Emergency Services

President, Georgia Public Safety Educators Association

Rebecca (Becky) Denlinger, Fire Chief

Cobb County Fire & Emergency Services

Chair – National Fire Protection Association (NFPA) Board of Nominations

Fire Service Representative – Georgia Office of Homeland Security Task Force

President's National Infrastructure Advisory Committee

Don Floyd, Fire Chief

Covington Fire Department

President-Metro Atlanta Fire Chiefs Association (MAFC)

Member-GAFC/GSFA Joint Legislative Committee

Hugh Futrell III, Assistant Chief

Southside Fire/EMS

President, Georgia Association of Fire Chiefs

S. (Chipper) Gardner, Fire Chief

Spalding County Fire Department

Member-Georgia Firefighter Pension Fund Board of Trustees

Member-GAFC/GSFA Joint Legislative Committee

Dwayne Garriss, Assistant State Fire Marshal

Georgia State Fire Marshal's Office

Vice Chair – International Fire Code Council (IFCC)

Jackie Gibbs, Fire Chief

Marietta Fire Department

Chair- GAFC/GSFA Joint Legislative Committee

Member – International Association of Fire Chiefs (IAFC) Board of Directors, Fire & Life Safety Section

Member – International Fire Code Council (IFCC)

Member – National Fire Protection Association (NFPA) Life Safety Code Technical Coordinating Committee

Howard Hansard, Captain

Cherokee County Fire Department

President, Georgia Fire Inspectors Association

**LEADERS: IMPROVING GEORGIA
PUBLIC SAFETY & THE GEORGIA
FIRE SERVICE**

Fire Service Representatives

Gordon Henderson, Deputy Chief

*Rome-Floyd County Fire Department
President, Georgia Fire and Emergency Services Joint Council*

Rick Huggins, Fire Chief

*Department of Corrections
Member-Georgia Firefighters Standards and Training Council*

Jack Krakeel, Fire Chief

*Fayette County Fire & Emergency Services
Chair – National Fire Protection Association (NFPA) Emergency
Medical Services (EMS) Technical Committee, Chair – IAFC
National Fire Service Mutual Aid System Task Force (MASTF)
Member – IAFC Emergency Medical Services (EMS) Section*

Bill Lewis, Executive Director

Georgia Mutual Aid Group (GMAG)

Jack McElfish, Former Fire Chief

*Member – IAFC Board of Directors,
Southeastern Division (SEAFD)*

Dale Mann, Director

Georgia Public Safety Training Center (GPSTC)

Wesley Meadows, Fire Chief

*Southside Fire/EMS
President-Southeastern Association of Fire Chiefs (SEAFD)*

Jim Meynard, Executive Director/Secretary-Treasurer

Georgia Firefighters Pension Fund

Lyn Pardue, Director

Georgia Firefighter Standards & Training Council

J. D. Rice, Fire Chief

*Valdosta Fire Department
Member-Board of Public Safety
Member-Georgia Firefighter Standards & Training Council*

Dennis Rubin, Fire Chief

*Atlanta Fire and Rescue
Member, Georgia Mutual Aid Group (GMAG)*

Alan Shuman, Georgia State Fire Marshal

*Georgia State Fire Marshal's Office
Member-National Association of State Fire Marshals Board of
Directors, Chairman-National Fire Data and Information Committee
Member- National Fire Information Council
Member-Georgia Firefighters' Pension Fund Board of Trustees
Member-Georgia Firefighter Standards & Training Council*

L. Carl Smith, Jr., Fire Chief

*Thunderbolt Fire Department
Georgia State 2nd Vice President- Southeastern Association of Fire
Chiefs (SEAFD)*

Georgia Ann Smith, Chief Executive Officer

Georgia State Firefighters Association (GSFA)

David Wall, Director

Georgia Fire Academy

Don Williams, Executive Director

Georgia Firefighters Burn Foundation

Brenda N. Willis, Deputy Chief

*Atlanta Fire Department
Member-Georgia Firefighter Standards & Training Council*

Randy Windham, Assistant Chief

*Warner Robins Fire Department
Ex-Officio Member-GAFC/GSFA Joint Legislative Committee*

**The Men and Women of the
Georgia Fire Service – Serving with
Distinction**

2006 Priorities- Owners

The following recommendations are made to assure that the aforementioned initiatives are adequately addressed during the year:

- **Meetings between the Fire Service, ACCG and GMA - To strengthen day-to-day working relationships, accomplish legislative initiatives and strengthen the role of Fire Service participation in ACCG & GMA Orientation Programs [Chair, Joint Legislative Committee, GAFC President, GSFA President, GMAG President and GAFC/GSFA consultant staff]**
- **Communication with Governor Purdue regarding 2006 appointment of GOHS/GEMA Director [All Fire Service association Presidents]**
- **Support for Georgia Fire Academy reforms (continuing effort) - [Fire Service advisors to GFA]**
- **GAFC Administrative Support for GFA Fire Chief Training - [GAFC Board, Atlanta Metro Chiefs Association, Consultants]**

2006 Priorities-Owners

- **Support for 2006 Legislative Initiatives - [All associations, Joint Legislative Committee, Consultants]**
- **Strengthen GMAG - GMAG sponsored conference on future of GMAG including: status of relations with GOHS/GEMA, cooperation with other emergency response organizations (Law Enforcement, EMS), explanation of Georgia Mutual Aid Box Alarm System, statewide mutual aid legislation, future of GMAG staffing. [GMAG President/Executive Director]**
- **Conference Content (GAFC and GSFA) [GAFC, GSFA Presidents, Conference Coordinators, Fire Academy Director]**
- **Reports to Fire Service Members from Georgia Representatives to National Forums - [All Fire Service Representatives to IAFC official bodies, federal government sponsored task forces, committees, etc.]**
- **Support for GOHS/GTRI/GAFC Area Surveys, Disaster Scenarios Development, Gap Analysis - [Contractor service and day-to-day support by Fire Service leaders]**

2006 Priorities- Owners

- **Volunteer Fire Departments, Planning for the Future - Special conference or regional meetings**
[GAFC/GSFA/Rural Fire Defense Council and Volunteer and Combination Officer's Section, IAFC]
- **Future of the Fire Service Retreat Meeting – [Presidents of Service Associations, National Representatives, Georgia State Fire Marshal]**
- **Incident Communication (Interoperability) - [GOHS/GEMA - Fire Service Representative - Georgia Office of Homeland Security Task Force]**
- **Study of GOHS/GEMA Documents and Guidelines – [Joint GAFC/GSFA task forces, Fire Service Representative - Georgia Office of Homeland Security Task Force]**

Members may reach association leaders by locating e-mail addresses, phone numbers and other particulars on the following web pages:

GAFC www.gaafc.org/ GSFA www.gsffa.org/ GMAG www.gmag.org/

Executive Summary

2006 Priorities

- 1) Stakeholder Support (greatly improve interaction with ACCG and GMA)
- 2) State Funded Fire Chief Training (mandatory)
- 3) Legislative support for Georgia Fire Academy (increase funding)
- 4) Readiness Planning (emphasis on all hazards approach, support for OHS/GEMA/GTRI survey work)
- 5) Statewide Mutual Aid Legislation (covering all 654 fire jurisdictions)
- 6) Support for highly qualified OHS/GEMA Director (Letter to Governor)
- 7) Support for interoperable communication system (effective radio communication)
- 8) Review Fire Service structure in Georgia (all associations look to future)
- 9) Increased deliberations on vital issues at meetings and conferences (member involvement)
- 10) Attention to serious problems facing volunteer and combination departments (IAFC Studies)