

OPERATING 2022-2023 PLAN



UVU

STRATEGIC 2020-2025 PLAN





LETTER FROM DIRECTOR BRAD WARDLE



On behalf of the Utah Fire & Rescue Academy I am pleased to present the Academy's Strategic Plan (2020–2025) and Operating Plan (2022–2023). UFRA has been embedded within Utah Valley University for over 60 years with the legislative mandate to provide fire training and certification services to Utah fire departments. This document illustrates the diversity of courses and certifications we deliver to all fire departments within the state of Utah.

UFRA offers a broad selection of courses in many different formats—traditional classroom, blended learning, online, and other offerings. Our 32 core courses are free of charge to fire department customers and delivered off-site at locations convenient for the requesting department. UFRA hosts an annual winter fire school, which delivers over 70 course offerings to over 607 students in a two-and-a-half-day period. UFRA also offers regional fire schools throughout the year in smaller venues to meet the needs of select regions.

Additionally, UFRA offers 51 certification levels—an increase from 40 levels the previous year—that prove students' competence in these varied fire service disciplines. Moreover, initial certification is free of charge for firefighters in Utah, unlike in most states. All this is possible because of the support we receive from the Utah State Legislature, Utah Valley University, the Utah Fire Prevention Board, and the State Fire Marshal's Office.

UFRA provides quality training by knowledgeable instructors and also provides certifications in all levels from testers who validate knowledge and skills. Our latest Quality Assurance Report shows a 98.3% approval rating by students for curriculum and a 99.7% rating for instructors. UFRA will continue to strive for excellence in all phases of our operation.

This year has been exciting as we emerge from the effects of COVID-19. During this reporting period, UFRA delivered 539 courses to 6,764 students in Utah fire departments. Additionally, UFRA's Certification Division issued 3,098 certifications to Utah firefighters.

UFRA and its employees take pride in providing exceptional service to our fire service customers. We will continue our commitment to delivering quality courses and providing skilled instructors and testers for Utah firefighters. Our top priority will always remain the safety and education of Utah firefighters by enhancing their ability to deliver competent fire services to all Utah communities.

Sincerely,



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Our Story



The Utah Fire and Rescue Academy contributes to the safety and security of Utah by training emergency responders, creating new programs and courses related to fire service emergency response, assisting in the development of current and future fire department leaders, and maintaining a certification program that promotes and ensures a high degree of professionalism in the fire service.

Fire training has been provided through Utah Valley University (UVU) for over 60 years, beginning with Utah Central Vocational School in 1960. UFRA was officially established by legislation in 1993 and over the years has been able to keep pace with a rapidly changing world. The demands on the fire service by our customers, state laws, federal regulations, and national consensus standards have required additional training and higher levels of competency for Utah firefighters.

The fire service continues to evolve by researching and testing new and improved methods to address emergencies. UFRA is committed to leading this charge, as well as ensuring that tried and true skills and techniques are still utilized throughout our classes and academies.

Over the years UFRA has evolved into a modern, dynamic, and responsive organization that takes pride in finding innovative solutions for the training and certification of fire service emergency responders. UFRA is recognized as a leader in fire service training in Utah that provides:

- Training to over 6,764 firefighters annually
- Delivery of 539 courses annually
- A state-of-the-art training facility and mobile props
- Our annual Winter Fire School (which had 607 students in 2022)
- Regional Fire Schools
- Courses in most disciplines of fire service emergency response
- Certification written exams—increased to approximately 3,564 firefighters annually
- Certification practical exams—increased to approximately 3,768 firefighters annually
- Certifications—increased to over 3,098 firefighters annually
- 51 levels of certifications—an increase from 40 levels last fiscal year



Our Mission



Our mission is to train, certify, and support the Utah fire service at the highest level possible.



Our Vision

The Utah Fire and Rescue Academy at Utah Valley University will continue to be a premier fire training and certification organization in the nation, using consistent quality assessment and improvement strategies.





Our Values



Teamwork

We work cooperatively to achieve our goals. We recognize that each member of our team is important and essential to our success.

Customer Service

We are dedicated to meeting the needs of our customers through effective communication, innovation, and constant self-evaluation.

Accountability

We accept our organizational and individual responsibilities. We are accountable for our actions, decisions, and performance.

Commitment

We are committed to the safety of Utah firefighters. We understand that providing relevant and quality training and certification services enables fire departments to protect citizens in every Utah community.

Agility

We recognize that the ability to adapt in a changing market is a critical component of our success. We will remain aware of outside developments, innovations, and demographic changes by responding and adapting with speed and organizational flexibility.

Transparency

Every aspect of our organization operates in a transparent manner. Our operational, financial, and logistical processes are available for review at any time by our stakeholders and oversight boards.

Utah Fire & Rescue Academy

Organizational Chart



BRADLEY WARDLE
Director



HEIDI SCOTT
Coordinator



JOLENE CHAMBERLAIN
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- JOAN AARON**
Certification Program Manager
- JENNIFER LINDLEY**
Certification Specialist
- TRUDY MEISTER**
Certification Specialist
- SHARON STOKES**
Certification Specialist
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- KAITLYN ANDERSON**
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Wildlands Program Manager
- DAVE OWENS**
Program Manager
- GARY KILGORE**
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Program Manager
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Program Manager
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*Assistant Director
Logistics/Internal Operations*

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Program Manager
- OPEN POSITION**
Instructional Design
- DAVE HARDING**
Logistics Manager
- EMILEE STOKES**
Admin Support II
- RICKEY HATHAWAY**
Driver Technician
- DENNIS GOUDY**
QA/RM Program Manager
- J. MARK PRICE**
Technician
- RICHARD PETERSON**
Technician
- JOHN BRIMLEY**
Driver Technician
- JENNIFER BROWN**
QA/RM Volunteer Fire Officer Program Manager
- JEANETTE CHRISTENSEN**
Admin Support II
- JAYSON TERPENNING**
Driver Technician



DARRYL PRANGER
*Assistant Director
Finance/Administration*

- CHRIS COX**
Technician III
- DIANE THOMPSON**
Admin Support II
- ERINN CLAYSON**
Admin Support II

Strategic Goal 1



Train fire service emergency responders, fire officers, and fire prevention personnel

1. Provide a comprehensive and relevant “core course” menu.
2. Review and update core courses based on review cycles, changes in “best practices,” and/or changes in fire service consensus standards or state and federal regulations.
3. Create new courses based on customer needs, changes in “best practices,” new fire service consensus standards, and/or new state and federal regulations.
4. Provide one annual Winter Fire School that offers core and non-core courses covering a variety of fire service topics.
5. Provide Regional Fire Schools that offer core and non-core courses.
6. When possible, support training events, seminars, symposiums, advisory groups, and roundtable discussions specific to fire service training.
7. Ensure a qualified, knowledgeable, and creditable instructor cadre.
8. Continue to convert traditional core courses to blended delivery formats.
9. Offer an annual instructor update.





Strategic Goal 2

Certify fire service emergency responders, fire officers, and fire prevention personnel

1. Maintain current certification levels.
2. Create new certification levels based on customer needs, creation of new courses, and/or changes in NFPA standards.
3. Maintain and update test banks based on a five-year rotation, changes in NFPA standards, and/or changes in course curriculum.
4. Ensure a knowledgeable, qualified, and creditable certification tester cadre.
5. Provide an annual certification tester update.
6. Maintain dual accreditation with the International Fire Service Accreditation Congress (IFSAC) and the National Board on Fire Service Professional Qualifications (Pro Board).
7. Maintain a fee system for certification testing, including free initial certification tests.
8. Maintain an in-house testing program for written state certification exams.
9. Facilitate quarterly State Fire Certification Council meetings.
10. Review certification policies annually.
11. Maintain Non-Affiliated Firefighter Training/Accreditation Program.
12. Assist in the development and administration of state-wide professional officer development programs.



Strategic Goal 3



Educate fire service personnel by assisting and promoting Utah Valley University (UVU) academic programs

1. Provide a Recruit Candidate Academy for traditional students, to create hiring pools for fire departments throughout the state.
2. Provide Recruit Candidate Academies for fire departments as requested.
3. Ensure knowledgeable, qualified, and creditable faculty and adjunct faculty.
4. Assist and promote Utah Valley University (UVU) academic programs.

Associate of Science Degree

- Emergency Services

Associate of Applied Science Degree

- Fire Science
- Emergency Care
- Firefighter Officer
- Wildland Fire Management

Bachelor of Science Degree

- Public Emergency Administration-Emergency Services
- Public Emergency Administration-Emergency Care

Certificates (One Year)

- Firefighter Recruit Candidate
- Paramedic

Emergency Medical Services Education

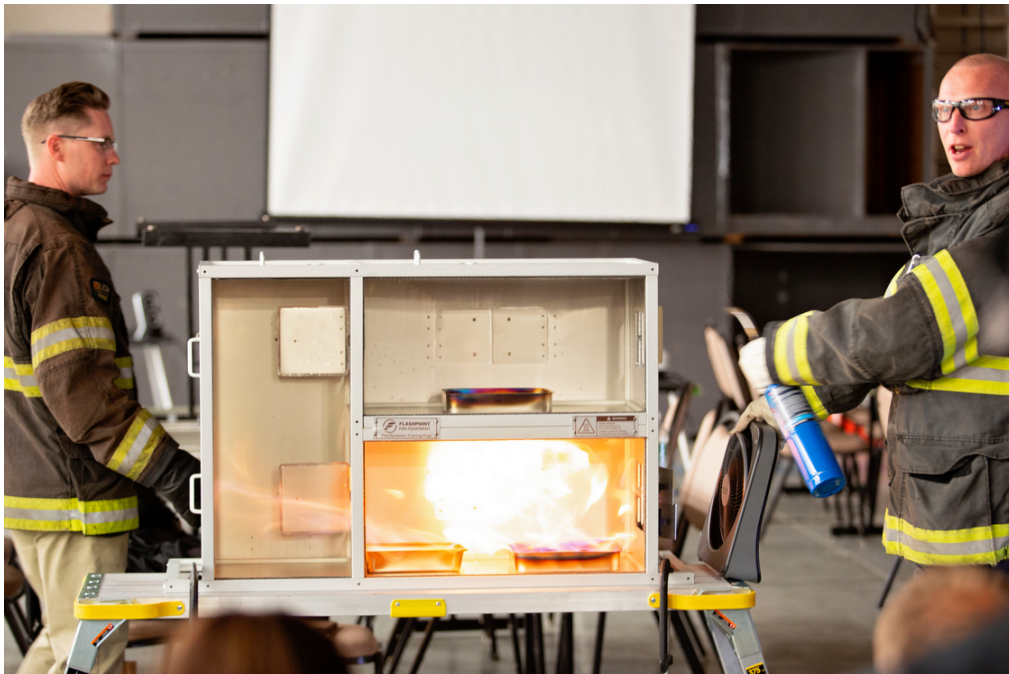
- Emergency Medical Technician - Basic
- Emergency Medical Technician - Intermediate
- Paramedic



Strategic Goal 4

Explore new technologies, methods, and programs related to fire training, fire prevention, and certification

1. Explore new methodologies related to course development and delivery.
2. Explore new software developments that enhance training and certifying firefighters.
3. Increase student engagement by using new and existing technology.
4. Explore the use of unmanned systems in all aspects of fire service emergency response and mitigation.
5. Explore new live-fire methods to reduce risks to firefighters.
6. Explore paperless registration for all training and certification events.
7. Utilize the UVU/UFRA computer lab for expanded teaching and testing.
8. Explore technology-enhanced simulated fire training and prevention programs.
9. Explore integration of disaster response and recovery into UFRA training courses.
10. Enhance existing software for wildland fire simulations and the Command Training Center.



Strategic Goal 5



Create and maintain partnerships with public and private organizations that benefit the Utah fire service

1. Financially assist (through training) the following organizations at their annual conferences:
 - a. State Fire Marshal's Association of Utah
 - b. Utah Firefighters' Association
 - c. Utah State Fire Chiefs Association
 - d. International Association of Arson Investigations–Utah Chapter
 - e. Salt Lake Alliance Annual Leadership Conference
2. Explore and maintain partnerships with federal and state agencies, and private organizations.
3. Maintain a Memorandum of Understanding with South Salt Lake City Fire Department and Unified Fire Authority Satellite Command Training Centers.
4. Maintain a Memorandum of Agreement with the Federal Excess Property Partnership (FEPP) Program.
5. Explore, and when applicable, apply for/to:
 - a. Department of Homeland Security grants
 - b. The National Fire Academy State Fire Course Endorsement Program
 - c. National Fire Academy “hand-off” programs
6. Seek “cost sharing” through partnerships with other organizations.
7. Maintain partnerships with federal, state, and/or local wildland firefighting agencies and committees that assist UFRA in providing and/or enhancing wildland firefighting training.



Strategic Goal 6

Evaluate and assess all aspects of UFRA to ensure relevance, creditability, effectiveness, and a safe environment for students and employees

1. Maintain and upgrade scheduling, resource tracking, and computer software programs to increase organizational effectiveness.
2. Maintain an effective asset control, tracking, maintenance, and replacement program.
3. Follow responsible financial practices within UVU's policies and procedures.
4. Maintain exceptional quality assurance programs that evaluate every core-course delivery and instructor.
5. Evaluate and maintain relevant employee training, qualification, certification, and/or licensing as required by state and/or federal regulations and within the policies of UVU.
6. UFRA and CHPS have identified prevention and response plans to manage training and testing during the COVID-19 pandemic. Administrative personnel must be proactive to sustain operations by implementing the strategies imposed during this time.
 - Strategy 1: Reduce risk during a pandemic to UFRA staff, instructors, testers, and students. This is accomplished by balancing restrictions and altering training guidelines and operational procedures. Then provide all personnel with the tools to safely prepare and conduct training or testing.
 - **Objective 1** – Learn the threat level and the restrictions and situational intelligence daily and weekly via participation in the UVU/CHPS Essential Services Ad HOC committee.
 - Actively complete research assignments as required by the committee chairperson.
 - Participate in development of operating guidelines and procedures to increase safety and reduce risk.
 - **Objective 2** – Follow operational safety checklists and algorithms and develop accountability reports prior to and during classes, certification tests, and any UFRA event.
 - Provide training on changes to operational procedures with all staff, instructors, and testers.
 - Maintain data entry in UVU/UFRA databases to account for the number and condition of those participating in training or testing.
 - **Objective 3** – Maintain situational awareness by documenting changes, challenges, and effects of operational changes. This information is to be maintained by UFRA Quality Assurance and provide information to the UFRA Director.

Strategic Goal 7



Provide superior customer service and communication to the Utah fire service

1. Provide effective and meaningful training and staff development opportunities.
2. Provide single points of contact for fire service customers by assigning program managers to geographical areas of responsibility within the state.
3. Publish the quarterly UFRA *Straight Tip* magazine in hard-copy and online formats.
4. Maintain a Volunteer Chief's Training Advisory Group that gives the academy's volunteer fire service customers input on training- and certification-related issues.
5. Maintain communication with the Utah fire service via program managers, the UFRA website, and social media.
6. Attend meetings of state-wide, regional, and local fire organizations.
7. Communicate and coordinate with the State Fire Marshal's Office, State Fire Prevention Board, and the Utah Fire Service Certification Council.

Communication

UFRA
Website

Straight
Tip

Social
Media

Program
Managers

Appendix

Annual Operating Plan Matrix

Action	Responsible Division	Goal	Obj	
General Staff				
Attend State Fire Prevention Board meetings	Administration	7	7	
Attend Utah State Firefighters' Association quarterly meetings	Administration	7	6	
Submit Annual Report to State Fire Marshal's Office prior to October 1 every year	Administration	7	7	
Provide eight staff meetings annually	Administration	7	1	
Attend state-wide county chiefs' meetings	Administration	7	6	
Continue involvement in and delivery of courses for the state-wide firefighter mental health initiative	Administration	5	2	
Continue to work with our partners in developing a concept plan for a new joint training facility to provide Aircraft Rescue Firefighter (ARFF) training for the Utah fire service and regional partners.	Administration	5	2	
Provide and receive info to/from eXcelysis for FileMaker database upgrades (ongoing). In addition, bridge Resource Scheduler, Smartsheet, Questionmark, and FileMaker data base programs.	Training/Certification/ Transportation/ Logistics	6	1	
Host NAFTD Conference in Midway in September 2022	Administration	5	2	
Adopt NFPA 1403 Live Fire training standard	Administration/ Certification	1	2	

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Annual Operating Plan Matrix

Action	Responsible Division	Goal	Obj	
Finance				
Manage annual AFG grant	Finance	5	5	
Manage annual NFA grant	Finance	5	5	
Develop a Capital Asset Replacement Plan	Finance	6	2	
Submit UFRA Quarterly Reports or organize financial information for mandatory audits	Finance	6	3	
Planning - Facilities				
Coordinate with UVU Scheduling for non-UVU event requests	Facilities	6	3	
Submit work orders to UVU facilities as needed	Facilities	6	3	
Coordinate with UVU facilities on installing the UFRA marquee sign and ES building directories	Facilities	6	3	
Update UFRA building with a drop box for instructors and finalize informational panels for the UFRA lobby area	Facilities	6	3	
Planning - Certification				
Provide Certification Tester updates	Certification	2	5	
Conduct six off-site test audits	Certification	2	4	

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Annual Operating Plan Matrix

Action	Responsible Division	Goal	Obj	
Planning - Certification				
Conduct new tester seminar	Certification	2	4	
Conduct train-the-tester class	Certification	2	5	
Review certification policies and procedures annually	Certification	2	6	
Facilitate and schedule State Fire Certification Council meetings	Certification	2	9	
Update and maintain Non-Affiliated Firefighter Training/Accreditation Program	Certification	2	11	
Create New Certification Level: Incident Command NFPA 1072	Certification	2	2	
Update Certification Level Fire Investigator I	Certification	2	1	
Update Certification Level Fire Inspector I & II	Certification	2	1	
Update Certification Level Wildland Firefighter I & II	Certification	2	1	
Update Certification Level Fire Life & Safety Education	Certification	2	2	
Conduct Instructor/Tester Seminar	Certification/Training	4	2	
Accredit new and current levels of certification: Off II, III, IV	Certification	2	2	
Increase In-house tester cadre for written state certification exams	Certification	2	8	

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Annual Operating Plan Matrix

Action	Responsible Division	Goal	Obj	
Planning - Certification				
Certification Updates: Technician Rescue, NFPA 1006 1) Rope Rescue 2) Structural Collapse Rescue 3) Confined Space Rescue 4) Common Passenger Vehicle Rescue (new certification level) 5) Heavy Vehicle Rescue 6) Trench Rescue 7) Machinery Rescue 8) Surface Water Rescue 9) Swiftwater Rescue 10) Ice Rescue Note: Each level contains Awareness, Operations, and Technician levels (30 levels total)	Certification	2	1	
		2	1	
		2	1	
		2	1	
		2	2	
		2	1	
		2	1	
		2	1	
		2	1	
		2	1	
		2	1	
Transition to Questionmark software	Certification	4	2	
Transition to new FileMaker database	Certification	4	2	
Bridge Smartsheet with FileMaker	Certification	4	2	
Transition from paper to on-site certificate printing	Certification	6	1	
Transition from mailed exam results to emailed results	Certification	6	1	
Maintain LookUp System with UVU Web Development	Certification	6	1	
Provide printable wallet-sized certification cards	Certification	6	1	

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Action	Responsible Division	Goal	Obj	
Planning - Publications				
<i>Publish Straight Tip magazine quarterly</i>	Publications	7	3	
<i>Maintain and update Straight Tip guidelines</i>	Publications	7	3	
<i>Maintain and update mailing and email list for Straight Tip magazine</i>	Publications	7	5	
<i>Provide and maintain public posts on Facebook and Twitter</i>	Publications	7	5	
<i>Maintain and enhance UFRA website</i>	Publications	7	5	
<i>Provide assistance for the Utah Fire Officer Development Program</i>	Publications	2	12	
<i>Maintain contracts with Straight Tip advertisers</i>	Publications	5	2	
<i>Coordinate publication of the UFRA Annual Report</i>	Publications	7	7	
<i>Create an agreement with Oklahoma State University to become an IFSTA Distributer</i>	Publications	5	6	
Quality Assurance/Risk Management				
<i>Evaluate delivery of core courses: Instructors</i>	QA/RM	6	4	
<i>Evaluate delivery of core courses: Curriculum</i>	QA/RM	6	4	
<i>Evaluate all Regional and Winter Fire School core courses</i>	QA/RM	6	4	
<i>Publish Annual Injury Report</i>	QA/RM	6	6	

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Action	Responsible Division	Goal	Obj	
Quality Assurance/Risk Management				
Publish Annual Quality Assurance Report	QA/RM	6	3	
Publish Regional and Winter Fire School Quality Assurance Reports	QA/RM	6	4	
Provide safety briefings as needed at staff meetings	QA/RM	7	1	
Conduct quarterly facility risk management evaluation walk-throughs	QA/RM	6	5	
Conduct six course QA/RM audits annually	QA/RM	6	4	
Publish Program Manager Annual Quality Report	QA/RM	6	5	
Continue updates and knowledge with Smartsheet	QA/RM	6	1	
Update Standard Operating Guide and Performance Review	QA/RM	6	6	
Logistics - Support Services				
Provide equipment training biannually	Logistics	6	5	
Evaluate certifications annually	Logistics	6	5	
Rehab props and support trailers within 24 hours of arrival and get them to a place in ready state	Logistics	6	2	
Inspect and maintain SCBA according to manufacture's instructions	Logistics	6	5	

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Annual Operating Plan Matrix

Action	Responsible Division	Goal	Obj	
Logistics - Transportation				
Evaluate CDL licenses annually	Logistics	6	5	
Maintain UFRA Fleet	Logistics	6	2	
Utilize and maintain UFRA fleet by following Utah state laws and UVU fleet operations, policies, and procedures	Logistics	6	3	
Distance Learning				
Offer Instructor updates annually for the Command Training Center (CTC) curriculum	Training/TechEd	1	9	
Create High Rise/Truck Ops standard operating guidelines	Training/TechEd	1	3	
Continue to update and add additional postings to the Firefighter Fundamentals and Fire Behavior via the UFRA website	Training/TechEd	1	2	
Continue to update the Firefighter Fundamentals, Basic Apparatus Operations via UFRA website	Training/TechEd	1	2	
Operations - Training				
Use newly acquired format to deliver courses virtually, online for volunteer chiefs and Firefighter I in progress	Training	1	8	
Develop Volunteer Officer Development Curriculum	Training	1	3	
Develop Electric Vehicle Curriculum	Training	1	3	

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Annual Operating Plan Matrix

Action	Responsible Division	Goal	Obj	
Operations - Training				
Continue completion of Vehicle Extrication curriculum update and hold Train the Trainer	Training	1	3	
Increase number of HazMat Instructors in the cadre.	Training	1	7	
Continue to reassess and update the curriculum for the Command Training Center and Fire Ground Operations and Tactics courses to address the needs of full-time and volunteer fire agencies throughout the state	Training	1	2	
Update Firefighter I development and production of skills and videos	Training	1	2&7	
Provide a Winter Fire School	Training	1	4	
Provide a Winter Fire School – Vendor Expo	Training	5	2	
Provide Regional Fire Schools	Training	1	5	
Provide training funds for annual meetings of the State Fire Marshal's Association of Utah, Utah State Fire Chiefs Association, International Association of Arson Investigators–Utah Chapter, Utah State Firefighters' Association, and Salt Lake Alliance Annual Leadership Conference	Training	5	1	
Continue instructor updates and schedule Train the Trainer for: <ul style="list-style-type: none"> • Inspector I • Instructor I • Firefighter I & II/ Forcible Entry 	Training	1	2&7	

Appendix

Annual Operating Plan Matrix

Action	Responsible Division	Goal	Obj	
Operations - Training				
Provide instructor updates	Training	1	7	
Provide NWCG courses off-site	Training	1	3	
Attend County Chiefs meetings	Training	7	6	
Provide support for fire department promotional exams as needed	Training	1	6	
Utilize the All Risk Simulation Table in emergency operations training	Training	4	8	
Virtually interact with fire chiefs and training officers in their respective areas and schedule essential courses/ tests in accordance with the objectives of Strategic Goal 1 and 2	Training	7	5	
Provide support for fire department promotional exams as needed	Training	1	6	
Utilize the All Risk Simulation Table in emergency operations training	Training	4	8	



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