



Strategic Plan 2020-2025

Operating Plan 2020-2021



Utah Valley University
College of Health & Public Services
Utah Fire and Rescue Academy



UFRA Director's Message

On behalf of the Utah Fire and Rescue Academy (UFRA), we are proud to present the 2020-2021 version of our Strategic Plan. The Utah Fire and Rescue Academy's primary responsibility is the training and certification of firefighters in the state of Utah. This Strategic Plan sets the course for this upcoming fiscal year, focusing our capabilities on preparing the firefighters of today to meet the challenges of tomorrow.

We have created our vision, defined our mission, established our goals, and outlined our strategies to achieve them. UFRA will use this plan to measure our performance which we will monitor regularly over the next fiscal year.

UFRA is a responsive and dedicated organization that understands the dynamics of the modern-day fire service. Although we understand the traditions of the fire service run deep, we will not allow those traditions to prevent us from providing the most modern platforms for training and certification that are available. We will leverage technology in every aspect of our organization. Our commitment to transition every core course we offer from a traditional classroom delivery to a "blended" format demonstrates our commitment to modernization.

Due to the current concerns regarding COVID 19, we have implemented strict procedures to provide a safe and healthy environment for our instructors and students. On our horizon, we'll continue to work with our partners to develop curriculum, technology and delivery methods that work for our entire customer base. This includes full-time fire agencies with their own training divisions, as well as, part paid and volunteer agencies that have limited to no resources for fire service training.

UFRA will continue to pride itself in our values. We do not take this commitment lightly. Our ability to be an agile organization allows us to make rapid changes in our strategies as the fire service evolves. Our transparency and accountability enable our stakeholders to evaluate our success and effectiveness at any given time. Our motto, "One Team One Mission," exemplifies how we work cooperatively to complete our mission.

We are very proud of the men and women of the Utah Fire & Rescue Academy. Their dedication and hard work often go unnoticed. Their ownership in our mission to keep Utah's firefighters and citizens safe can never be overstated. We will never lose focus of our mission, and we will continue our quest for perfection in everything we do. As always, stay safe.

Brad Wardle



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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 60 years, beginning with the 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 past 60 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 5,462 firefighters annually (decreased due to Covid-19)
- Delivery of 375 courses annually (decreased due to Covid-19)
- Certification written exams to approximately 2,598 firefighters annually
- Certification practical exams to approximately 1822 firefighters annually
- Certifications awarded to over 1,822 firefighters annually
- A state-of-the-art training facility and mobile props
- An annual Winter Fire School - 810 students attended in 2019
- Regional Fire Schools
- Courses in most disciplines of fire service emergency response
- 38 levels of certifications



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 become the 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 providing relevant and quality training and certification services enables fire departments to protect citizens in every Utah community.

Agility

We recognize 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



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Strategic Goal 1

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

Strategic Goal 1 Objectives

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 (depending on Covid 19 restrictions) that offers core and non-core courses covering a variety of fire service topics.
5. Provide Regional Fire Schools (depending on Covid 19 restrictions) that offers 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 credible instructor cadre.
8. Continue to convert traditional core courses to blended delivery formats.
9. Offer an annual instructor update.





Strategic Goal 2

Certify emergency responders

Strategic Goal 2 Objectives

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 five year rotation, changes in NFPA standards, and/or changes in course curriculum.
4. Ensure a knowledgeable, qualified, and credible 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 Standards (Pro-Board).
7. Reduce "turn-around time" on certification issuance by one day each year for a five-year period (Starting in November 2011).
8. Maintain fee system for certification testing including free initial certification tests.
9. Maintain in-house testing program for written state certification exams.
10. Facilitate quarterly Certification Council meetings.
11. Review certification policies annually.
12. Provide administrative assistance to Non-Affiliated Firefighter Accreditation Program.
13. Assist in the development and administration of statewide professional officer development programs.



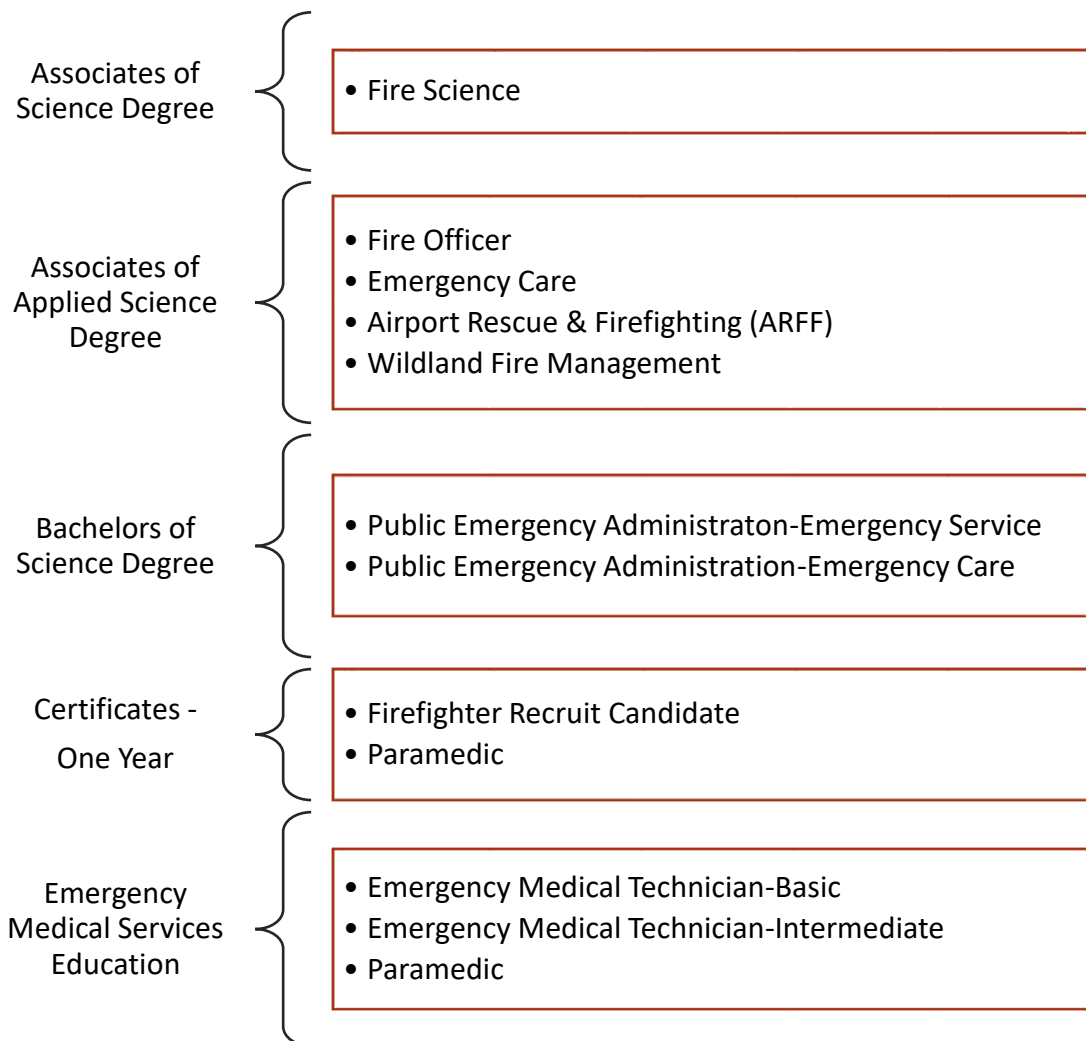


Strategic Goal 3

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

Strategic Goal 3 Objectives (UVU Emergency Services Department)

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 credible faculty and adjunct faculty.
4. Assist and promote (UVU) academic programs:





Strategic Goal 4

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

Strategic Goal 4 Objectives

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.

Strategic Goal 5 Objectives

1. Financially assist (Training) the following organizations at their annual conferences:
 - State Fire Marshal's Association
 - Utah Firemen's Association
 - Utah State Fire Chief's Association
 - Utah Chapter of International Association of Arson Investigations
 - Salt Lake Alliance Annual Leadership Conference
2. Explore and maintain partnerships with federal and state agencies, and private organizations.
3. Maintain Memorandum of Understanding with South Salt Lake City Fire Department and Unified Fire Authority satellite Command Training Centers.
4. Maintain Memorandum of Agreement with the Federal Excess Property Partnership (FEPP) Program.
5. Explore and make application when applicable to:
 - Department of Homeland Security grants
 - National Fire Academy State Fire Course Endorsement Program
 - 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.
8. Conversion of traditional training core courses to blended formats.



Strategic Goal 6

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

Strategic Goal 6 Objectives

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 – Gain threat level, learn 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 chair person.
- Participate in development of operating guidelines and procedures to increase safety and reduce risk.

Objective 2 – Follow operational safety checklists, 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 number and condition of those participating in training or testing.

Objective 3 – Keep situational awareness by documenting changes, challenges and effects of operational changes.

- Maintained by UFRA Quality Assurance.
- Provide information to UFRA Director.

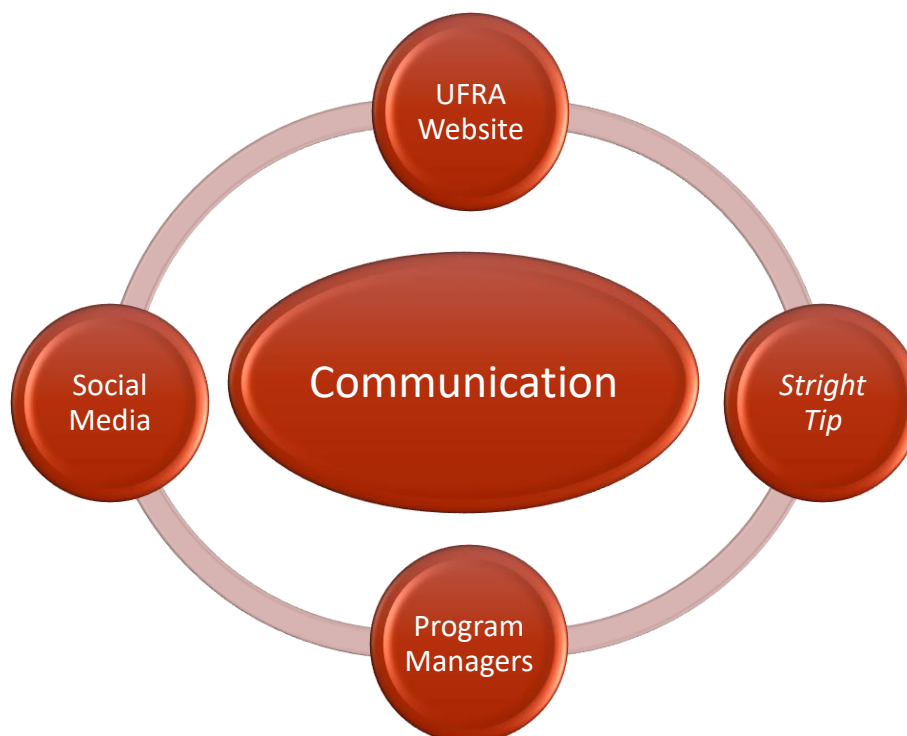


Strategic Goal 7

Provide superior customer service and communication to the Utah fire service.

Strategic Goal 7 Objectives

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 statewide, 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.





Appendix

Annual Operating Plan Matrix

FY 2020-2021

Action	Responsible Division	Goal	Obj	✓
General Staff				
Attend State Fire Prevention Board meetings	Administration	7	7	
Attend Firefighters Association quarterly meetings	Administration	7	6	
Submit Annual Report to State Fire Marshal's Office prior to October 1 st every year	Administration	7	7	
Provide eight staff meetings annually	Administration	7	1	
Attend Salt Lake Alliance Chiefs meetings	Administration	7	6	
Continue to work with our partners in developing a concept plan for a new joint training facility to house UFRA, UVU, and other State partners.	Administration	5	2	
Continue involvement and delivery of courses for the statewide firefighter mental health initiative	Administration	5	2	
Provide and receive info to/from Excelysis for FileMaker database upgrades – ongoing. In addition, bridge Resource Scheduler, Smart sheet, LXR, and FileMaker data base programs.	Training/ Certification/ Transportation/ Logistics	6	1	
Finance				
Apply for AFG grant	Finance	5	5	
Apply for NFA grant	Finance	5	5	
Develop a Capital Asset Replacement Plan	Finance	6	2	
Submit UFRA Quarterly Reports and 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	
Design a UFRA sign on front side of UFRA building – working with UVU facilities director	Facilities	6	3	
Continue to work with UVU and Provo City with way-funding signage	Facilities	6	3	

Planning - Certification				
Provide Certification Tester updates	Certification	2	5	
Conduct six off-site test audits	Certification	2	4	
Conduct new tester seminar	Certification	2	4	
Review certification policies annually	Certification	2	6	
Facilitate and schedule State Fire Certification Council meetings	Certification	2	10	
Maintain Non-Affiliated Firefighter Accreditation Program	Certification	2	12	
Certification level update: Fire Instructor I & II	Certification	2	1	
Certification level update: Firefighter I & II	Certification	2	1	
Certification level update: Airport Firefighter	Certification	2	1	
Create scenarios for each level of certification offered, if needed	Certification	2	2	
Find and transition to a new grading software	Certification	4	2	
Create and accredit new levels of certification: Fire Officer II, III, and IV	Certification	2	2	
Transition from paper copies of certifications to online look-up system	Certification	6	1	
Transition from mailed exam results to emailed results	Certification	6	1	
Develop a Lookup System – with UVU Web Development	Certification	6	1	
Adjust skills testing policies & procedures to allow for in house testing by approved training officers when UFRA testers cannot perform these functions.	Certification	2	11	
Planning - Publications				
Publish <i>Straight Tip</i> magazine quarterly	Publications	7	3	
Maintain and update <i>Straight Tip</i> guidelines	Publications	7	3	
Maintain and update mailing and email list for <i>Straight Tip</i> magazine	Publications	7	5	
Provide and maintain public posts on Facebook and Twitter	Publications	7	5	
Maintain and enhance UFRA web site	Publications	7	5	
Provide assistance for the Utah Fire Officer Development Program	Publications	2	13	
Maintain contracts with <i>Straight Tip</i> Advertisers	Publications	5	2	
Coordinate publication of the UFRA Annual Report	Publications	7	7	

Quality Assurance/Risk Management				
Evaluate delivery of core courses: Instructors	QA/ RM	6	4	
Evaluate delivery of core courses: Curriculum	QA/ RM	6	4	
Evaluate all Regional and Winter Fire School core courses	QA/RM	6	4	
Publish Annual Injury Report	QA/RM	6	5	
Publish Annual Quality Assurance Report	QA/RM	6	4	
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 walkthrough	QA/RM	6	5	
Conduct six course QA/RM audits annually	QA/RM	6	4	
Program Manager Annual Quality Report	QA/RM	6	5	
Continue updates and knowledge with SmartSheet	QA/RM	6	1	
Logistics – Support Services				
Provide equipment training bi-annually	Logistics	6	5	
Evaluate certifications annually	Logistics	6	5	
Rehab props/ support trailers within 24 hours of arrival and place in ready state.	Logistics	6	2	
Inspect and maintain SCBA according to manufactures instructions	Logistics	6	5	
Logistics - Transportation				
Evaluate CDL licenses annually	Transportation/ Logistics	6	5	
Maintain UFRA Fleet	Transportation	6	2	
Utilize and maintain UFRA fleet by following Utah state laws and UVU fleet operations, policies and procedures	Transportation/ Logistics	6	3	
Distance Learning				
Continue to utilize our EdTech resources in the updating of the Command Training Center (CTC) curriculum	Training/ EdTech	5	8	
Revise Hazardous Materials Awareness blended delivery	Training/ EdTech	1	8	
Convert Hazardous Materials Operations blended delivery	Training/ EdTech	1	8	
Firefighter Fundamentals and Fire Behavior via UFRA website	Training	1	8	

Firefighter Fundamentals, Basic Apparatus Operations via UFRA website	Training	7	5	
Operations - Training				
Develop the ability to deliver courses virtually, online or in video format.	Training	4	1	
Officer Development Curriculum	Training	1	3	
Update new curriculum for Vehicle Extrication	Training	1	2	
Update Vehicle Curriculum, Train-the-Trainer Vehicle Extrication		1	2, 7	
Revise and update HazMat Curriculum, Train-the-Trainer	Training	1	2, 7	
Update Fire Officer I Curriculum, Train-the-Trainer	Training	1	2, 7	
Continue to reassess and update Command Training Center and Fire Ground Operations and Tactics courses to address the needs of fulltime and volunteer fire agencies throughout the state - Curriculum	Training	1	2, 3	
Review Emergency Apparatus Driving Simulator (EADS) Course and Train-the-Trainer	Training	1	2, 7	
Firefighter I development and production of skills and videos	Training	1	3	
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 State Fire Marshal’s Association, State Fire Chiefs, State Arson Investigators, Utah State Firefighters Association, and Public Educators Association	Training	5	1	
Provide training funds to Salt Lake Valley Training Alliance to host statewide Leadership Symposium	Training	5	1	
Provide instructor updates	Training	1	7	
Provide NWCG courses offsite	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 Strategic Goal 1 & 2 Objectives	Training	7	5	