

UTAH DEPARTMENT OF  
NATURAL RESOURCES

# STRATEGIC PLAN

2023



*Protecting  
and enhancing  
Utah's natural  
resources for current  
and future generations.*

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DIVISIONS



OFFICES





SPENCER J. COX  
Governor

DEIDRE HENDERSON  
Lieutenant Governor

# State of Utah

## DEPARTMENT OF NATURAL RESOURCES

JOEL FERRY  
*Executive Director*

Utah's natural resources have been a passion of mine for as long as I can remember. Growing up in Box Elder County as a fifth-generation farmer and rancher, I learned to work hard and value the land. I worked alongside my dad, brothers, cousins and uncles and found a direct correlation between our united efforts and a successful harvest.

Great Salt Lake, its ecosystem and the recreational opportunities it provides have always been part of my life. Today, the lake is at-risk from unprecedented drought and the increasing demands on our water supply. I'm encouraged by people's interest in the lake and the actions and investments underway to help protect it.

We've conserved billions of gallons of water this past year, made historic investments in conservation and changed water policy that will benefit the lake in the long term. At the same time, Mother Nature has provided us with significant precipitation that has reduced the strain of drought. However, restoring the lake to healthier levels will take time and focus. Since we can't control the weather, we need to plan for a drier future and continue to take action. Utahns across all sectors are working together to stretch our water supply and become more drought resilient.

As a former legislator, I worked to pass legislation to improve how we use our water supply. Both the 2022 and 2023 legislative sessions were record years with about \$500 and \$600 million in appropriations that will yield long-term water savings and build resiliency. We also changed water law to allow water to stay in the system and benefit the environment. It's a great start, but we need to do more.

Our strategic and forward-thinking approach to solving Utah's complex water challenges needs to extend to other aspects of Utah's natural resources, particularly energy development, wildlife conservation, wildfire, outdoor recreation and geologic hazards to name a few. Our charge to protect and enhance Utah's natural resources has never been stretched more than it is today. With accelerated population growth, climate change, drought, flooding, and so many other issues, our forward planning and problem-solving will be critical in maintaining the abundant quality of life enjoyed here in Utah.

In my role as the executive director for the Department of Natural Resources, I pledge to look for innovative ideas and work with elected officials, state agencies and stakeholders to find solutions to the challenges we face. Our natural resources play a significant role in the quality of life we enjoy, and it's a legacy I want to leave for generations to come.

Sincerely,

A handwritten signature in blue ink, appearing to read "Joel Ferry".

Joel Ferry  
DNR, Executive Director

## Department Priority Overview

*Active management of the state's natural resources allows the state to forecast opportunities, solve complex challenges, and anticipate and meet future needs. Here are some of the Department of Natural Resources' focus areas:*



- **Division of Forestry, Fire and State Lands** is addressing the conservation issues that face our sovereign lands while continuing to protect our forests and rangeland from wildfire.
- **Office of Energy Development** is committed to advancing Utah's energy and minerals economies, including investment and research into technologies and resources such as battery storage, hydrogen, nuclear, carbon capture, geothermal and others.
- **Division of Oil, Gas and Mining** encourages responsible development while enforcing regulations to protect public health, safety and the environment.
- **Division of Outdoor Recreation** works to ensure every Utahn can live a healthy and active lifestyle through outdoor recreation and access to natural spaces by elevating education, safety and funding efforts through its boating, OHV, recreational law enforcement and grants programs.
- **Division of State Parks** enhances the quality of life for Utahns and visitors by preserving and providing natural, cultural and recreational resources. Actively expanding and improving park infrastructure creates exceptional recreational opportunities and ensures the enjoyment, education and inspiration of present and future generations.
- **Public Lands Policy Coordinating Office** is committed to building relationships, using the tools at our disposal to ensure consistency with state and local planning documents, and protecting access to our public lands.
- **Utah Geological Survey** provides objective, foundational geoscience information to inform decision making.
- **Division of Water Resources** plans, conserves, develops and protects Utah's water resources.
- **Division of Water Rights** works to bring clarity and certainty to existing water rights by continuing to build online transparent distribution accounting models, increasing adjudication efforts, reducing application processing times, and administering the dam safety program.
- **Division of Wildlife Resources** serves the people of Utah as trustees and guardians of the state's fish and wildlife, always working to maintain sustainable and diverse populations. DWR is focused on the future and preparing for the challenges facing wildlife including more people in our communities, complex demands on our lands and water, ongoing drought and competing outdoor recreation priorities.

# We Are DNR

## MISSION STATEMENT

The Utah Department of Natural Resources ensures the quality of life of Utah residents by managing and protecting the state's natural resources by:

- Enhancing the certainty and security of Utah's water;
- Improving the health and resilience of our lands, resources, watersheds and wildlife;
- Advancing the stewardship of our public lands and natural history;
- Elevating outdoor recreation; and
- Expanding Utah's energy and minerals portfolio



## CORE VALUES

The following core values cultivate a culture centered on innovative, forward-thinking, out-of-the-box collaboration, teamwork and inclusion. Good policy is formed from good information and planning. DNR serves as the subject matter experts to drive Utah's natural resource management and policy forward.



UTAH DEPARTMENT OF NATURAL RESOURCES

# CORE VALUES

**OWN IT/  
SOLVE IT**

*I solve problems and seek solutions that get us closer to achieving our mission and goals.*

**BE  
ACCOUNTABLE**

*I am responsible for my behaviors, actions and results.*

**IMPROVE  
ALWAYS**

*I respectfully question the status quo when I believe there is a better way. I strive to better myself and my team.*

**I SEE YOU**

*I include others and address bias in order to create fairness and greater diversity.*

**SPEAK UP**

*I share my perspective and ideas without fear and seek feedback from others.*

# Goals & Objectives

The vast majority of DNR's goals and objectives are included at the individual division and office levels and are outlined in their specific chapters. However, a few goals and objectives have been outlined at the department-level and are identified below, and are primarily focused on programs to improve employment opportunities and conditions at DNR.

The department has identified six key themes under which agency goals and objectives fit. These key themes also align with the department mission statement and include:

- Water
- Health
- Public Lands
- Recreation
- Energy and Minerals
- Our People

The department goals focus on "Our People." These are common goals that all our divisions and offices can relate to and actively contribute toward. Many divisions have also defined goals, objectives and strategies that center on "Our People" as part of their division specific plans. To streamline DNR's Strategic Plan, any division goals relating to inward facing employee-oriented goals have been removed. However, these goals will remain in division-specific strategic plans.

## ***Theme: Our People***

**Goal 1:** Shape and reinforce DNR's culture to increase employee satisfaction and engagement

**Objective 1.1:** Obtain and analyze useful employment data from DHRM or internal sources to understand and track our key employment indicators

**Strategy 1.1.1:** Work with DHRM to create repeatable employment data queries that inform employee-related management decisions and show progress toward employment targets

**Strategy 1.1.2:** Refine the DNR Employee Survey and make it a recurring annual source of actionable data

**Objective 1.2:** Implement programs and actions that seek to improve communication and expectations among employees

**Strategy 1.2.1:** Implement leadership training targeted for DNR supervisors and a means to track completion

**Strategy 1.2.2:** Review and revamp current onboarding and exit interview processes. Create standard operating procedures to these processes

**Strategy 1.2.3:** Complete DNR's Salt Lake office space utilization and current telework environments

**Strategy 1.2.4:** Implement regular, new employee welcome meetings to ensure new hires are familiar with DNR department leadership, our mission and values

## **Performance Measurements**

1. Percentage change in key employment indicators
2. Percentage completion of identified programs and process improvements

## Theme: Our People

**Goal 2:** Recruit and retain a diverse workforce and provide training opportunities for all employees in an effort to increase perspectives within DNR.

**Objective 2.1:** Diversify the workforce to increase the percentage of DNR employees that are from minority groups by improving hiring practices

**Strategy 2.1.1:** Develop standard operating procedures for hiring managers that ensure job announcement language is accurate and objective, hiring panels are formed with diversity in mind, and steps are taken to address bias during the interview process

**Strategy 2.1.2:** Develop or contract hiring training for all DNR supervisors that includes biases, inclusion and retention, and the DNR standard operating procedures for hiring

**Strategy 2.1.3:** Expand the dissemination of DNR job openings to include diverse groups of professional communities by sharing job announcements and participating in job fairs that target a range of diverse, multicultural, and qualified potential candidates

**Objective 2.2:** Provide training and education opportunities for DNR employees to create a workplace culture of inclusion

**Strategy 2.2.1:** Provide training on the foundations of equity, diversity, inclusion and accessibility for all DNR employees

**Strategy 2.2.2:** Educate all employees on how to report incidents of harassment and discrimination by providing education, resources and contacts

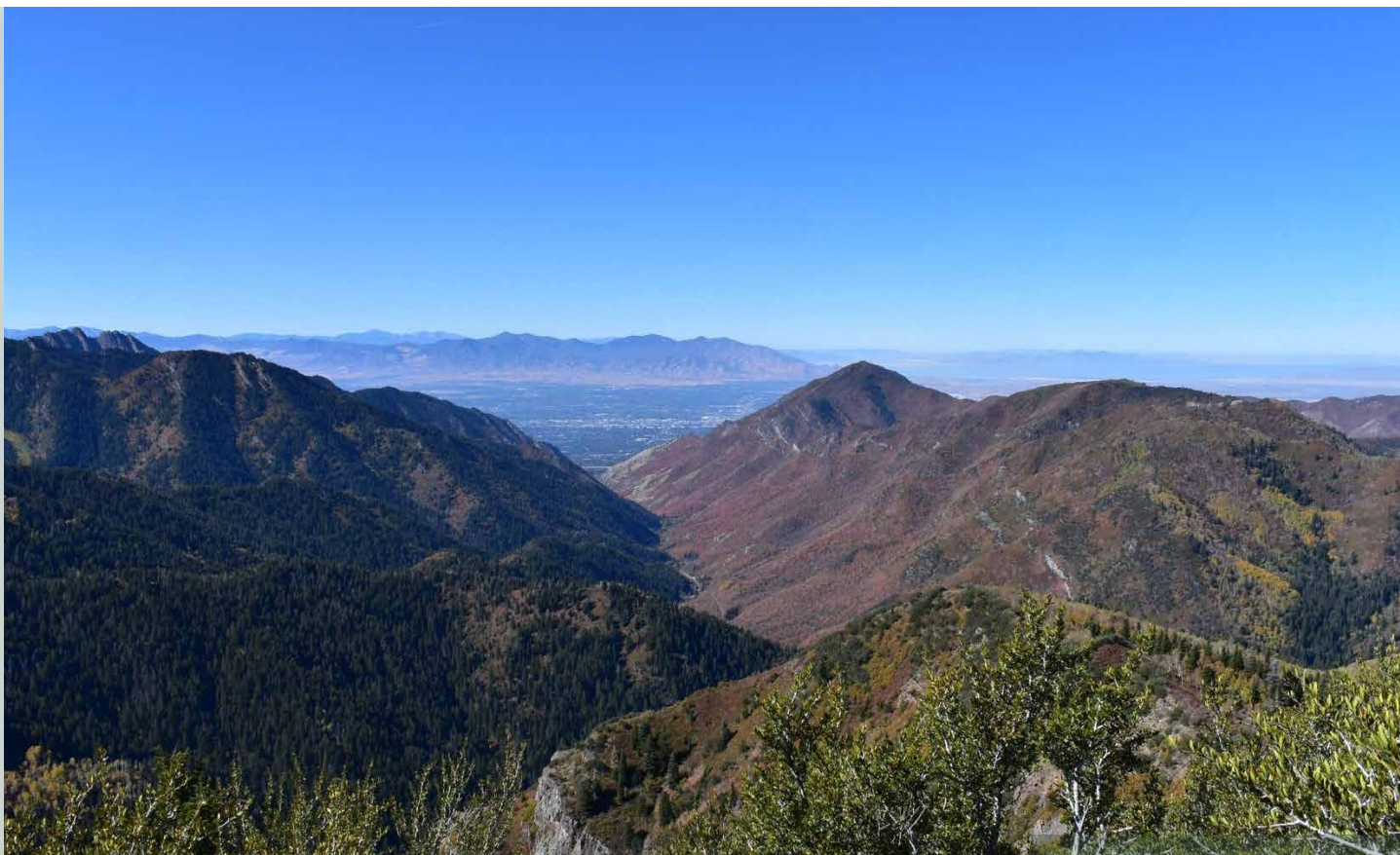
### Performance Measurements

1. Employee demographics data, specifically the percentage of employees from minority groups
2. Percentage of employees that have completed the identified trainings (hiring, foundations of equity, diversity, inclusion, and accessibility, and reporting harassment and discrimination procedures)
3. Statistics of where DNR job announcements have been shared and/or career fairs at which the job announcements were advertised per DNR division
4. Employee feedback survey results from an inclusive and accessible workplace question





# FORESTRY, FIRE & STATE LANDS



## Situation Analysis

The Division of Forestry, Fire and State Lands (FFSL) is responsible for forest health, responding to wildland fires, and managing Utah's state and sovereign lands.

The main office is located within the Department of Natural Resources Building in Salt Lake City, and program delivery is conducted through six regional offices and the Lone Peak Conservation Center (LPCC) to provide service and support statewide.

### **Forestry Program**

The Forestry Program fosters healthy and resilient trees and forests in communities and landscapes across Utah. Forestry staff partner with the fire program, public agencies, private organizations, and individuals to protect and sustainably manage trees, forests, watersheds and long-term wildfire risk.

### **Fire Program**

The Fire Program protects communities, watersheds and landscapes from wildfire risk. Staff provide aggressive suppression on state and private lands, training and assistance to local fire departments, wildfire mitigation for communities and landscapes, and effective



wildfire prevention. Fire staff partner with the forestry program and with state and federal partners to safely and effectively manage fires, foster fire-adapted communities and create fire-resilient landscapes across all ownerships.

### **State Lands**

FFSL manages state and sovereign lands and the state's mineral estates that are not School and Institutional Trust Lands (SITLA). Sovereign lands include Bear Lake, the Bear River, Great Salt Lake, the Jordan River, Utah Lake and portions of the Green and Colorado Rivers. The program creates management plans for sovereign and state lands and manages for the public's benefit, taking into consideration: navigability, fish and wildlife habitat, aquatic beauty, recreation, and water quality through vegetation management, permitting, community and stakeholder collaboration.

## **Goals & Objectives**

### ***Theme: Public Lands***

**Goal 1:** Plan for and build infrastructure and capacity so each program and area can achieve the goals identified in their Strategic and Action Plans.

**Objective 1.1:** Identify and address current and future facility needs in order to enable the efficient and cost effective delivery of programs and services

**Strategy 1.1.1:** Assess the facilities needed for current and anticipated staffing needs, including seasonal work crews

**Strategy 1.1.2:** Create a priority list for infrastructure and facility improvements

**Objective 1.2:** Identify and address the current and future vehicle and equipment needs of each program and area, and implement division-wide prioritization

**Strategy 1.2.1:** Conduct a division fleet assessment

**Strategy 1.2.2:** Identify opportunities for vehicle sharing and other strategies to increase utilization without adding additional vehicles

**Strategy 1.2.3:** Identify possible funding paths and implement prioritization

**Strategy 1.2.4:** Plan for replacement of chippers, UTVs, and other vehicles and equipment not managed by motorpool

**Strategy 1.2.5:** Identify needs for secure vehicle and equipment parking, storage

**Objective 1.3:** Ensure that programs and staff have the technology they need to be successful and serve the public efficiently and effectively

**Strategy 1.3.1:** Conduct a division technology and software needs assessment

**Strategy 1.3.2:** Improve data stewardship, data flow, accessibility and transparency by identifying key datasets and creating the appropriate organizational and technological infrastructure

**Strategy 1.3.3:** Increase ability to access key platforms and applications from the field and provide more self-directed training to increase effective utilization of new and existing platforms

## **Themes: Water, Health, Public Lands, Recreation**

**Goal 2:** Increase the scale, pace and cost effectiveness of our natural resources management activities through effective partnering with internal agencies, external agencies and non-governmental organizations.

**Objective 2.1:** Collaborate with the Great Salt Lake Commissioner and Department of Environmental Quality (DEQ) on Great Salt Lake

**Strategy 2.2.1:** Share and continually update each agency's strategies, visions and activities relating to Great Salt Lake

**Strategy 2.2.2:** Meet regularly with the DEQ and the Great Salt Lake Commissioner

**Objective 2.2:** Optimize existing partnerships to better conduct cross-boundary landscape-scale forest restoration and wildfire risk reduction activities through joint risk identification and project planning and prioritization

**Strategy 2.2.1:** Reducing duplicative meetings by combining meetings where possible and by using common focus areas through existing programs and initiatives, such as CatFire working groups, All-Lands meetings and the Forest Stewardship Coordinating Committee

**Strategy 2.2.2:** Increase common planning horizons to 3+ years to allow true multi-year planning and reduce post-hoc collaboration

**Strategy 2.2.3:** Use new mapping and decision tools to identify the highest priority landscapes and areas for management activities and coordinate with stakeholders to develop consistent methods and tools for mapping shared priorities and making shared decisions

**Objective 2.3:** Include partners, stakeholders and local communities in addressing broader social and economic goals

**Strategy 2.3.1:** Develop communication and outreach activities to share information and lessons about active forest management and landscape-scale outcomes

**Strategy 2.3.2:** Develop technical and financial assistance to build capacity for forest restoration work

**Strategy 2.3.3:** Develop technical and financial assistance to strengthen existing and stimulate new wood products businesses

**Themes: Water, Health, Public Lands, Recreation**

**Goal 3:** Reduce wildfire risk to communities, water resources and other natural resource values.

**Objective 3.1:** Develop fire-adapted communities through advancement of technology and informational tools

**Strategy 3.1.1:** Recognizable community understanding of wildfire risk and mitigations

**Strategy 3.1.2:** Update and maintain community wildfire planning

**Strategy 3.1.3:** Encourage and incentivize Wildland Urban Interface knowledge and mitigation responsibility

**Objective 3.2:** Increase public understanding of wildfire cause and prevention to reduce human-caused wildfires

**Strategy 3.2.1:** Base outreach efforts on occurrence and risk

**Strategy 3.2.2:** Strengthen existing partnerships and develop new outreach partners/programs

**Strategy 3.2.3:** Facilitate prevention planning and regulations and implement broad-based plans aimed at behavioral change

**Strategy 3.2.4:** Pursue additional funding and joint funding to expand the prevention program and add outreach opportunities



**Themes: Water, Health, Public Lands, Recreation**

**Goal 4:** Advance Fire Program to meet changing dynamics and strengthen wildfire response.

**Objective 4.1:** Enhance preparedness through strategic investment in assets and resource placement

**Strategy 4.1.1:** Review and improve prioritization of assets

**Strategy 4.1.2:** Invest in state and local capacity to build response depth in high-risk areas

**Strategy 4.1.3:** Broaden state incident management capabilities

**Strategy 4.1.4:** Solidify aviation programs

**Objective 4.2:** Ensure risk-based wildfire management decisions are inclusive

**Strategy 4.2.1:** Establish precedence and align ground actions to galvanize local relationships (for example, Unified Command)

**Strategy 4.2.2:** Strengthen interagency partnerships

**Strategy 4.2.3:** Utilize technology/tools (Utah Wildfire Risk Assessment Portal) and subject matter experts in planning and implementation

**Objective 4.3:** Develop a robust, effective and sustainable wildland fire investigation strategic plan

**Strategy 4.3.1:** Quantify the current state of fire investigations under the jurisdictional responsibility of the FFSL

**Strategy 4.3.2:** Evaluate the advantages and disadvantages associated with maintaining wildland fire investigations within FFSL or through the utilization of secondary or contracted law enforcement personnel

### ***Themes: Water, Health, Public Lands, Recreation***

**Goal 5:** Use up-to-date data, best management practices and standardized methods to manage state lands and mineral resources

**Objective 5.1:** Understand where data-gaps exist and prioritize assessments

**Strategy 5.1.1:** Assess the scope of needs and determine an analysis timeline for Sovereign Land body

**Strategy 5.1.2:** Secure funding for analyses to be conducted

**Strategy 5.1.3:** Perform a “gap analysis” on each Sovereign Land body

**Objective 5.2:** Understand and monitor the resources and issues unique to each Sovereign Land body

**Strategy 5.2.1:** Conduct initial baseline study of each resource that does not have a current baseline analysis to identify “problem areas” such as navigational hazards, trespass, invasive species or other degradation to resources

**Strategy 5.2.2:** Identify and contact the owners of unpermitted structures or navigational hazards to remove or bring into compliance

**Strategy 5.2.3:** Ensure new issues such as the establishment of invasive species, trespass and new navigational hazards are prevented through regular monitoring and mitigation

**Objective 5.3:** Ensure fiduciary obligations are met

**Strategy 5.3.1:** Ensure all proposed uses of state lands are in the best interest of the public trust

**Strategy 5.3.2:** Ensure fair market rates are the standard for commercial use of state lands and/or the development of mineral resources managed by FFSL

**Themes: Water, Health, Public Lands, Recreation**

**Goal 6:** Adapt to increasingly higher levels of public use on Sovereign Lands

**Objective 6.1:** Communicate effectively with the public to minimize conflict

**Strategy 6.1.1:** Identify signage and outreach needs

**Strategy 6.1.2:** Clarify administrative rules related to public uses

**Strategy 6.1.3:** Collaborate with partners to improve or provide resources such as maps or educational information available to the public

**Objective 6.2:** Collaborate with outside and partner agencies for law enforcement

**Strategy 6.2.1:** Formulate and implement law enforcement plans

**Strategy 6.2.2:** Enter into agreements with internal and external agencies

**Objective 6.3:** Collaborate with partners to improve or create access points where appropriate

**Strategy 6.3.1:** Identify areas where access is needed or improvements to access are necessary

**Strategy 6.3.2:** Identify funding opportunities and partnerships for access Improvements

**Objective 6.4:** Maintain and improve vegetation and habitats and increase biodiversity

**Strategy 6.4.1:** Encourage and/or replicate natural hydrologic conditions when possible

**Strategy 6.4.2:** Identify opportunities to establish and/or maintain appropriate habitat types

**Strategy 6.4.3:** Execute early invasive vegetation detection, prioritization and rapid response





## Situation Analysis

In an environment with an ever-growing population, the state faces multiple challenges to provide the citizens with necessary services and resources. To that end the Utah Geological Survey (UGS) seeks to provide objective, foundational information to enable the legislature, local governments and the public to understand the world around them and make informed decisions.

The UGS assists government, industry and the general public by gathering, interpreting and publishing geoscience information. Our goal is to have that

information used for wise stewardship of public and private resources. Knowledge of the location and resource potential of Utah's geologic commodities – including oil and gas, coal, metals, industrial minerals and groundwater—as well as the location, magnitude, and frequency of geologic hazards such as landslides and earthquakes are essential inputs to local and statewide plans incorporating likely future resource development, urban growth and infrastructure expansion.

# Goals & Objectives

## **Theme: Water**

**Goal 1:** Ensure federal, state and local partners and the public have the information they need about Utah's groundwater to support scientifically informed decision-making.

**Objective 1.1:** Expand and streamline groundwater data delivery and reporting

**Strategy 1.1.1:** Develop Utah groundwater web application

**Strategy 1.1.2:** Upgrade groundwater database and improve interface with UGS database

**Strategy 1.1.3:** Maintain groundwater monitoring networks

**Objective 1.2:** Quantify Utah's groundwater resources, filling key data gaps

**Strategy 1.2.1:** Upgrade/modernize methodology for water budget estimation

**Strategy 1.2.2:** Fully implement Utah Flux Network

**Strategy 1.2.3:** Study the hydrologic effects of watershed restoration projects

**Objective 1.3:** Monitor and study selected water-quality parameters and issues

**Strategy 1.3.1:** Participate in National Groundwater Monitoring Network

**Strategy 1.3.2:** Conduct select water-quality studies including septic tank density analyses, groundwater-quality classification and nitrate source analyses

**Objective 1.4:** Support development of Great Salt Lake Basin Integrated Plan

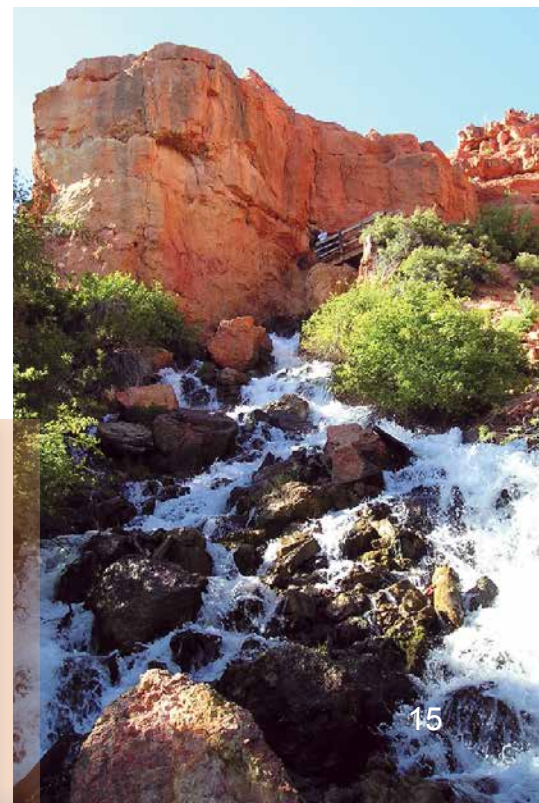
**Strategy 1.4.1:** Conduct groundwater studies to fill data gaps as determined by the Plan

**Strategy 1.4.2:** Conduct wetland studies to fill data gaps as determined by the Plan

**Strategy 1.4.3:** Conduct multidisciplinary water-vegetation studies to support wildlife management area planning

## **Performance Measurements**

1. Utah Groundwater web application: launch pilot within one year; three-year full buildout period; year-by-year additions and maintenance thereafter
2. Utah Flux Network: establish one station per year during five-year buildout; six to ten maintenance runs per station per year
3. Groundwater basin studies: complete 33% to 50% of a hydrogeologic and/or water budget study(ies) per year depending on project scope and time frame



## Theme: Water

**Goal 2:** Ensure federal, state and local partners and the public have the information they need about Utah's wetlands to support scientifically informed decision-making.

**Objective 2.1:** Produce wetland spatial data to inform and support effective land-use planning, real estate transactions, landscape-scale planning and restoration efforts

**Strategy 2.1.1:** Create high-quality wetland spatial data that meets the standards of the National Wetlands Inventory program

**Strategy 2.1.2:** Expand mapping capacity by testing new methods and refining workflows

**Objective 2.2:** Accurately monitor the condition and function of Utah's wetlands using both field and remotely sensed evaluation methods to support restoration, mitigation and planning efforts

**Strategy 2.2.1:** Develop and deploy field methods for monitoring and assessing the type, condition and major threats to wetlands in Utah

**Strategy 2.2.2:** Analyze hydrologic data from shallow wells to better characterize year-to-year and long-term trends in sensitive wetland systems

**Strategy 2.2.3:** Advance capacity to use imagery analysis and remotely sensed data to evaluate riparian and wetland condition over time

**Objective 2.3:** Increase awareness and understanding of wetlands through data accessibility, outreach and collaboration

**Strategy 2.3.1:** Refine existing wetland apps and develop new tools for sharing project data, including StoryMaps

**Strategy 2.3.2:** Integrate wetland data from multiple organizations collecting wetland data in Utah into a single data structure, to the extent practicable

**Strategy 2.3.3:** Enhance outreach to wetland stakeholders and develop collaborative relationships by organizing a wetland stakeholder group, participating in relevant committees and developing a new Utah Wetland Program Plan

### Performance Measurements

1. New wetland data (e.g., spatial, field-based, hydrologic) produced and shared with the public upon completion of each new study
2. Consistent or increasing stakeholder engagement, as measured by (1) use of UGS wetlands application and web pages, (2) attendance at UGS-led wetlands stakeholder meetings and (3) presentations delivered by UGS wetlands staff





## Theme: Health

**Goal 1:** Provide comprehensive data, information and scientific emergency response to reduce Utah's economic, property and life-safety risk from geologic hazards.

**Objective 1.1:** Create comprehensive geologic hazard maps covering key developing areas of the Wasatch Front and other areas

**Strategy 1.1.1:** Maintain and enhance professional staff geoscientific skill sets relating to constructing easily accessible digital geologic hazard maps and data

**Strategy 1.1.2:** Refine applied scientific workflows as new methods and processes become available

**Objective 1.2:** Provide data and technical assistance to promote effective geologic hazards research and mitigation

**Strategy 1.2.1:** Substantially complete the Utah Aerial Imagery Database by the end of 2025

**Strategy 1.2.2:** Continue developing the Utah Subsurface Geotechnical Database to support the creation of new UGS geologic hazard maps and our understanding of the shallow subsurface for infrastructure development and maintenance

**Strategy 1.2.3:** Continue technical outreach to local governments on geologic hazards, data availability, hazard ordinances and related topics

**Objective 1.3:** Provide timely scientific emergency response to hazard events as requested or needed

**Strategy 1.3.1:** Continue collaboration and partnerships with the Utah Division of Emergency Management, local governments and others related to geologic hazards

**Strategy 1.3.2:** Maintain needed emergency response skills and the UGS Emergency Operations Center for use during hazard events

### Performance Measurements

1. New comprehensive geologic hazard mapping distributed in the online Utah Geologic Hazards Portal and to local governments covered by the mapping
2. Consistent or increasing public and stakeholder engagement, as measured by the use of UGS web pages, databases and inquiries



## Theme: Energy & Minerals

**Goal 1:** The state of Utah continues to responsibly develop its energy and mineral resources to meet the needs of our modern society.

**Objective 1.1:** Conduct innovative research on Utah's energy resources

**Strategy 1.1.1:** Conduct energy resource assessment projects throughout the state (e.g., oil, natural gas, oil shale, oil sands, coal, geothermal, carbon sequestration, etc.)

**Strategy 1.1.2:** Conduct research to aid in the responsible development of fossil fuels resources

**Strategy 1.1.3:** Conduct research on promising subsurface carbon storage areas to help further development of carbon sequestration opportunities

**Strategy 1.1.4:** Conduct research on Utah's abundant geothermal resources

**Strategy 1.1.5:** Work with stakeholders and other state and federal agencies to further our knowledge of Utah's energy resources

**Strategy 1.1.6:** Manage and curate the collection housed at the Utah Core Research Center

**Objective 1.2:** Conduct innovative research on Utah's minerals resources

**Strategy 1.2.1:** Establish statewide mineral resource inventories

**Strategy 1.2.2:** Work to better understand resources and development opportunities for critical minerals

**Strategy 1.2.3:** Perform detailed research on established mining districts that have critical mineral potential

**Strategy 1.2.4:** Work with stakeholders and other state and federal agencies to further our knowledge of Utah's mineral resources



### Performance Measurements

1. The Energy and Minerals Program will continue their success in obtaining significant federal grant awards to conduct research on Utah's energy and mineral resources
2. The Energy and Minerals Program will publish scientific reports related to accomplished research goals



## Situation Analysis

According to the 2020 Census, Utah is the fastest-growing state in the nation, growing by over 18.4% in the past decade. With this growth comes an increased demand for energy. In addition, electricity demand is going up per capita due to the push toward electrification of many sectors – from home heating to vehicles. This additional strain on demand means Utahns need more energy generation assets to get their power delivered reliably and affordably. However, many of our stable, secure energy generation assets are coming under pressure from the federal government, leading to premature closures. This presents a two-fold

problem: Utah needs more electricity, but at the same time, Utah's reliable generation assets are going offline with no adequate replacements planned, creating supply shortfalls.

Utah is now compelled to position itself as a pioneer in energy policy because of this unique circumstance. In order for Utah to have affordable, reliable and sustainable energy outcomes, a proactive and forward-looking approach to policy and planning is imperative. As the next decade ushers in this shifting paradigm, Utah can lead in the policy space to determine the best framework for developing an energy network that

will be an asset to and outlast those of us who are doing the planning today. As the next decade ushers in this shifting paradigm, Utah can lead in the policy space to determine the best framework for developing an energy network that will be an asset to and outlast those of us who are doing the planning today.

## Goals & Objectives

### *Theme: Energy*

**Goal 1:** Build stronger office continuity.

**Objective 1.1:** Establish clear job descriptions

**Strategy 1.1.1:** Work with DHRM to create job descriptions based on the needs of the office and state standards

**Objective 1.2:** Create standard operating procedures

**Strategy 1.2.1:** Develop a framework for and document all staff responsibilities

**Strategy 1.2.2:** Create standard operating procedures that provide direction and clarity during onboarding, thus minimizing the impacts of staff turnover

### **Performance Measurements**

1. Number of job descriptions created or updated
2. Number of standard operating procedures created or updated

### *Theme: Energy*

**Goal 2:** Provide stronger strategic direction in Utah's energy plan.

**Objective 2.1:** Create specific, measurable goals in the current state energy plan that outline how and when the state can expect to satisfy the six commitments

**Strategy 2.1.1:** Work with the Strike Force created in HB 426 to determine what research and information we need to make prudent, specific decisions with regard to our state energy plan

**Strategy 2.1.2:** By October of 2023, determine how much more time and resources (if any) may be needed to further develop the plan



**Strategy 2.1.3:** Based on the research and information collected, determine and establish the specific goals to include in the state energy plan that achieve the goals of the six commitments

### **Performance Measurements**

1. Identifying what data and research need to be collected
2. Determine a timeline for when the information can be collected and analyzed
3. Establish at least six specific goals that will satisfy the six commitments in the state energy plan

### **Theme: Energy**

**Goal 3:** Create a way for Utah to be a leader in energy and mineral policy.

**Objective 3.1:** Determine what guardrails the state can include in code that will enable OED and the state to be more proactive in energy and mineral policy and planning

**Strategy 3.1.1:** Complete the requirements in HB 426, which include research and stakeholder engagement

**Strategy 3.1.2:** Provide the Legislature with policy recommendations

### **Performance Measurements**

1. Were the requirements in HB 426 satisfied by October of 2023
2. What policy recommendations have been delivered to the Legislature as a result of this work





# OIL, GAS & MINING



## Situation Analysis

The Utah Division of Oil, Gas and Mining is committed to responsible and sustainable management of Utah's natural resources, while balancing the economic benefits with environmental protection and resource conservation to ensure long-term sustainability.

However, priorities may fluctuate due to changing circumstances and industry developments. The division recognizes the importance of working collaboratively with industry stakeholders, government agencies, and the public, to promote

responsible resource development and uphold high safety and environmental stewardship standards.

The division works to ensure that Utah's natural resources are managed responsibly, and that the economic benefits of resource extraction are balanced with the long-term sustainability of the state's natural resources, while adapting to changing priorities and circumstances.

# Goals & Objectives

## *Theme: Energy & Minerals*

**Goal 1:** To ensure long-term financial sustainability, the division will develop and implement a comprehensive financial management plan with clear performance targets.

**Objective 1.1:** Accurately predict financial performance and make informed decisions based on those predictions

**Strategy 1.1.1:** Collect and analyze historical financial data to identify trends and patterns that can inform future forecasts

**Strategy 1.1.2:** Conduct regular market research to stay up-to-date on industry trends and economic conditions that may impact financial performance

**Strategy 1.1.3:** Review and update financial forecasts on a regular basis to ensure they remain accurate and relevant and adjust division operations as needed

**Strategy 1.1.4:** Conduct monthly financial meetings with the financial manager, division director and division deputy directors

**Objective 1.2:** Ensure the accuracy and completeness of financial statements and compliance with regulatory requirements through regular accounting reviews

**Strategy 1.2.1:** Conduct regular internal audits of financial statements to identify any errors, omissions or areas of noncompliance

**Strategy 1.2.2:** Conduct regular risk assessments to identify potential areas of weakness in accounting processes and implement appropriate controls to mitigate those risks

**Objective 1.3:** Secure funding for the Abandoned Mine Program through the Infrastructure Investment and Jobs Act bill to support the program's projects and objectives

**Strategy 1.3.1:** Develop a clear and compelling grant proposal that outlines the program's goals, objectives and proposed activities

**Strategy 1.3.2:** Ensure the grant proposal is submitted in a timely manner and that all required documentation is included

**Objective 1.4:** Secure funding for the Orphan Well program through the Infrastructure Investment and Jobs Act bill to support the program's projects and objectives

**Strategy 1.4.1:** Develop a clear and compelling grant proposal that outlines the program's goals, objectives and proposed activities

**Strategy 1.4.2:** Ensure the grant proposal is submitted in a timely manner and that all required documentation is included

## **Performance Measurements**

1. Measure the frequency and thoroughness of reviews and updates to financial forecasts
2. Measure the completeness and quality of grant proposals submitted

## **Theme: Energy & Minerals**

**Goal 2:** Improve operational efficiency and effectiveness by providing employees with up-to-date technology and tools that support their work.

**Objective 2.1:** Create a technology plan that aligns with the division's goals and objectives, increases productivity and reduces costs

**Strategy 2.1.1:** Conduct a comprehensive technology needs assessment to identify gaps and opportunities for improvement

**Strategy 2.1.2:** Prioritize technology initiatives based on their potential impact on employee productivity and organizational performance

**Strategy 2.1.3:** Develop a technology plan with clear objectives, timelines, budgets and performance metrics that support the division's goals and objectives

**Strategy 2.1.4:** Regularly monitor and evaluate the effectiveness of the technology plan, making adjustments as needed based on feedback and changing circumstances

**Strategy 2.1.5:** Ensure that the technology plan is aligned with the needs and priorities of employees by soliciting feedback and involving them in the planning process

**Objective 2.2:** To provide employees with the necessary training and support to effectively use technology and tools to perform their job duties

**Strategy 2.2.1:** Develop and deliver comprehensive training programs that are tailored to the specific needs of employees and programs

**Strategy 2.2.2:** Provide ongoing support and resources to employees to enhance their technology skills and troubleshoot problems

**Strategy 2.2.3:** Evaluate the effectiveness of training and support programs to ensure they meet the needs to employees and improve their productivity and job satisfaction

### **Performance Measurements:**

1. Increased percentage of employee satisfaction with technology
2. Financial savings achieved through the use of updated technology and tools (paper/printing reduction costs, streamlined processes)

## **Theme: Energy & Minerals**

**Goal 3:** Ensure compliance and alignment with current industry standards, establish and maintain up-to-date regulations that reflect the latest industry practices and legal requirements.

**Objective 2.1:** Comply with legislative directives and mitigate the state's liability, the Oil and Gas Program will collaborate with internal and external stakeholders to update its bonding rule







**Strategy 2.1.1:** Collaborate internally to develop an initial draft

**Strategy 2.1.2:** Disseminate draft to external stakeholders and schedule a meeting to gather and discuss feedback

**Strategy 2.1.3:** Conduct a thorough review of the feedback received, make appropriate revisions and circulate the updated document to stakeholders

**Strategy 2.1.4:** Continue the collaborative review process, thoughtfully consider feedback and make necessary edits and revisions until the rule achieves consensus among all stakeholders involved

**Strategy 2.1.5:** After obtaining consensus from all participating stakeholders, the division will propose the rule to the Board for their review and seek their authorization to initiate the formal rulemaking process

**Objective 2.2:** To provide clarity to both permit applicants and the community, the division will separate the large and small mine permitting requirements and align them with daily operational processes

**Strategy 2.2.1:** Prepare draft legislation to modify the current relevant statutes and identify a suitable bill sponsor

**Strategy 2.2.2:** Disseminate the draft legislation to relevant stakeholders for feedback

**Objective 2.3:** To comply with Board directives, the Minerals Program will collaborate with internal and external stakeholders to update its Mineral Mine Suspension rule

**Strategy 2.3.1:** Collaborate internally to develop an initial draft rule

**Strategy 2.3.2:** Disseminate to external stakeholders and schedule a meeting to discuss feedback

**Strategy 2.3.3:** Conduct a thorough review of the feedback received, make appropriate revisions and circulate the updated document to stakeholders

**Strategy 2.3.4:** Continue the collaborative review process, thoughtfully consider feedback and make necessary edits and revisions until the rule achieves consensus among all stakeholders involved

**Strategy 2.3.5:** After obtaining consensus from all participating stakeholders, the division will propose the rule to the Board for their review and seek their authorization to initiate the formal rulemaking process

**Objective 2.4:** Secure primacy authority from the Environmental Protection Agency (EPA) to administer the Class VI Carbon Sequestration program

**Strategy 2.4.1:** Arrange a meeting with representatives from the Environmental Protection Agency to gain insight into the process for obtaining primacy authority

**Strategy 2.4.2:** Utilize EPA's current guidelines as a reference to develop draft rules

**Objective 2.5:** Engage in targeted legislative outreach efforts that prioritize relationship-building and increase awareness of the division's responsibilities and goals

**Strategy 2.5.1:** Coordinate field tours to sites that showcase the division's regulatory oversight and highlight key issues at each site, providing an opportunity for legislators and elected officials to see firsthand how the division operates and gain a deeper understanding of OGM's regulatory authority

**Strategy 2.5.2:** Arrange and facilitate quarterly Uintah Basin Collaborative meetings with sister agencies and industry professionals to exchange best practices, discuss changes in the industry and provide information on relevant topics

**Strategy 2.5.3:** Arrange and facilitate quarterly Coal Collaborative meetings with sister agencies and industry professionals to exchange best practices, discuss changes in the industry and provide information on relevant topics

**Objective 2.6:** To comply with legislative directives, the Oil and Gas Program will collaborate with internal and external stakeholders to update its Waste Management and Disposal rule

**Strategy 2.6.1:** Collaborate internally to develop an initial draft rule

**Strategy 2.6.2:** Disseminate to external stakeholders and schedule a meeting to gather and discuss feedback

**Strategy 2.6.3:** Conduct a thorough review of the feedback received, make appropriate revisions and circulate the updated document to stakeholders

**Strategy 2.6.4:** Continue the collaborative review process, thoughtfully consider feedback and make necessary edits and revisions until the rule achieves consensus among all stakeholders involved

**Strategy 2.6.5:** After obtaining consensus from all participating stakeholders, the division will propose the rule to the Board for their review and seek their authorization to initiate the formal rulemaking process

**Objective 2.7:** To comply with Board directives, the Oil and Gas Program will collaborate with internal and external stakeholders to update its Statewide Spacing for Horizontal Wells rule

**Strategy 2.7.1:** Collaborate internally to develop an initial draft rule

**Strategy 2.7.2:** Disseminate to external stakeholders and schedule a meeting to discuss feedback

**Strategy 2.7.3:** Conduct a thorough review of the feedback received, make appropriate revisions and circulate the updated document to stakeholders

**Strategy 2.7.4:** Continue the collaborative review process, thoughtfully consider feedback and make necessary edits and revisions until the rule achieves consensus among all stakeholders involved

**Strategy 2.7.5:** After obtaining consensus from all participating stakeholders, the division will propose the rule to the Board for their review and seek their authorization to initiate the formal rulemaking process

**Objective 2.8:** To explore options and develop rule language that enables the division to offer long-term bonding solutions to operators

**Strategy 2.8.1:** Collaborate internally to develop an initial draft rule

**Strategy 2.8.2:** Disseminate to external stakeholders and schedule a meeting to discuss feedback

**Strategy 2.8.3:** Conduct a thorough review of the feedback received, make appropriate revisions and circulate the updated document to stakeholders

**Strategy 2.8.4:** Continue the collaborative review process, thoughtfully consider feedback and make necessary edits and revisions until the rule achieves consensus among all stakeholders involved

**Strategy 2.8.5:** After obtaining consensus from all participating stakeholders, the division will propose the rule to the Board for their review and seek their authorization to initiate the formal rulemaking process

**Objective 2.9:** Adapt and respond to legislative or Board directives as they arise, regularly reassessing and revising our approach to effectively address new assignments and comply with emerging requirements

**Strategy 2.9.1:** Maintain an active awareness of legislative updates, board decisions and regulatory changes

**Strategy 2.9.2:** Develop clear and actionable plans to address the directives directly. Assign responsibilities, set timelines and allocate resources accordingly

**Strategy 2.9.3:** Maintain open and transparent communication channels with employee, teams and relevant stakeholders. Provide updates on legislative or Board directives, share progress and seek feedback to ensure a collective understanding and commitment to the necessary adaptations

### **Performance Measurements**

1. Percentage of regulations updated to reflect the latest industry practices and legal requirements
2. Level of consensus achieved among stakeholders involved in the regulatory update process
3. Number of legislative outreach efforts conducted and the level of engagement from legislators and elected officials
4. Numbers of rules proposed to the Board for their review and authorization to initiate the formal rulemaking process





## PUBLIC LANDS POLICY COORDINATING OFFICE



### Situation Analysis

The Public Lands Policy Coordinating Office (PLPCO) was created by the Utah Legislature in 2005 for the purpose of creating and promoting cohesive public lands policy, protecting and maintaining public access to public lands, and maximizing the recognition of state and local interests in the federal land use management process.

Approximately two-thirds of land in the state of Utah is under the ownership and management of federal land management agencies – primarily the U.S. Bureau of Land Management (BLM) and the U.S. Forest Service

(Forest Service). The BLM is guided by the Federal Land and Policy Management Act (FLPMA) and the Forest Service is guided by the National Forest Management Act. All federal agencies and federal projects are further influenced by the National Environmental Policy Act (NEPA). Accordingly, and as outlined in those federal Acts, PLPCO works diligently to promote coordination, cooperation, and consistency with state and local goals, and policies that are recorded in the State Resource Management Plan and 29 County Resource Management Plans, as well as state code.

Additionally, there are occasional management differences and priorities between federal agencies and state and local governments. As a result of those differences, PLPCO employs several attorneys who work in tandem with attorneys from the Utah Attorney General's Office to ensure the rights of the state are included and preserved in the consideration of federal land management practices.

It is important that state and federal agencies continue to coordinate and cooperate on public lands issues. These concerted efforts will safeguard and strengthen our natural resources for multiple-use and sustainable yield practices for all generations of Utahns.

## Goals & Objectives

### ***Theme: Public Lands***

**Goal 1:** Promote access to public lands in Utah for multiple-use and sustained yield.

**Objective 1.1:** Collect accurate data and monitor the current conditions on Utah's public lands, roads and resources

**Strategy 1.1.1:** Utilize Geographic Information Systems (GIS) / 360 Degree Filming of Utah's Class B and Class D roads to document current conditions

**Strategy 1.1.2:** Collect baseline and trend data for rangelands, water resources, sensitive species, habitat and other related practices to promote the stewardship of public lands, active land use management, and the utilization of natural resources for multiple-use and sustained yield

**Strategy 1.1.3:** Visit and record relevant findings related to specific litigation efforts related to public lands

**Strategy 1.1.4:** Continually collect depositions from witnesses and conduct R.S. 2477 witness drives to preserve testimonies for ongoing litigation

**Objective 1.2:** Advocate for the state of Utah on Public Land Issues

**Strategy 1.2.1:** Advocate for the state of Utah on public land issues through litigation and policy involvement

**Strategy 1.2.2:** Strategically participate in land trades, transfers and purchases to increase public access to public lands and enhance multiple-use and sustained yield opportunities

**Strategy 1.2.3:** Support and participate in congressional field tours to educate elected officials from around the country regarding the importance of active public land management

**Strategy 1.2.4:** Advance the mission of the Resource Development Coordinating Committee (RDCC) to track public land projects in Utah and to coordinate comments from various state agencies to help the state speak with one voice

**Strategy 1.2.5:** Support and promote the active public land management and restoration efforts of the Watershed Restoration Initiative (WRI)

**Strategy 1.2.6:** Support and promote the active public land management and restoration efforts of the Shared Stewardship Initiative

**Strategy 1.2.7:** Strategically quantify the true tax valuation of public lands in Utah and work with the Utah delegation in Washington D.C. to increase Payment in Lieu of Taxes (PILT) annual payments for counties

**Objective 1.3:** Support the state and counties in management of public land resources

**Strategy 1.3.1:** Make annual recommendation to the Legislature to amend the State Resource Management Plan (SRMP) and utilize the goals, objectives and policies for policy work and litigation

**Strategy 1.3.2:** Continually provide support to Utah's 29 counties so that they can update and improve their local County Resource Management Plans (CRMPs) as directed by the Legislature and as described in State Code

**Objective 1.4:** Facilitate preservation of archaeological resources on Utah's Public Lands

**Strategy 1.4.1:** Promote the responsible use and preservation of archaeological resources by issuing permits to conduct archaeological work on lands owned or controlled by the state, its political subdivisions and the School and Institutional Trust Lands Administration.

**Strategy 1.4.2:** Participate in federally required Section 106 consultations

**Strategy 1.4.3:** Host an annual consultants meeting to address changes, challenges and opportunities relevant to archaeological resource and permitting

**Objective 1.5:** Promote informational tools for users of Utah's Public Lands

**Strategy 1.5.1:** Continually update the tools related to the roads.utah.gov and Access Map 360 efforts related to R.S. 2477 litigation

**Strategy 1.5.2:** Maintain current public lands information, initiatives, news, plans and data on relevant websites and platforms

**Strategy 1.5.3:** Continue to provide public education on the importance of active public lands management and resource stewardship

**Strategy 1.5.4:** Engage with the public through appropriate social media and news platforms to provide information and educate the public



## **Theme: Public Lands**

**Goal 2:** Provide stakeholders with effective communication, education, coordination, support and assistance.

**Objective 2.1:** Develop and maintain key relationships with public lands stakeholders

**Strategy 2.1.1:** Routinely meet with federal land management agencies to discuss opportunities, challenges and other topics related to public land management

**Strategy 2.1.2:** Continually coordinated with state agencies and local governments regarding public land policies and practices relevant to their subject matter expertise or jurisdiction

**Strategy 2.1.3:** Seek out opportunities to positively engage with news media outlets to promote public land access and active management through interviews, op-eds and other media platforms

**Strategy 2.1.4:** Communicate with non-governmental organizations that are identified as stakeholders for specific projects related to public lands

**Strategy 2.1.5:** Communicate with industry representatives that are identified as stakeholders for specific projects related to public lands

**Strategy 2.1.6:** Continually improve Tribal relationships in coordination with other state agencies and the Governor's Office

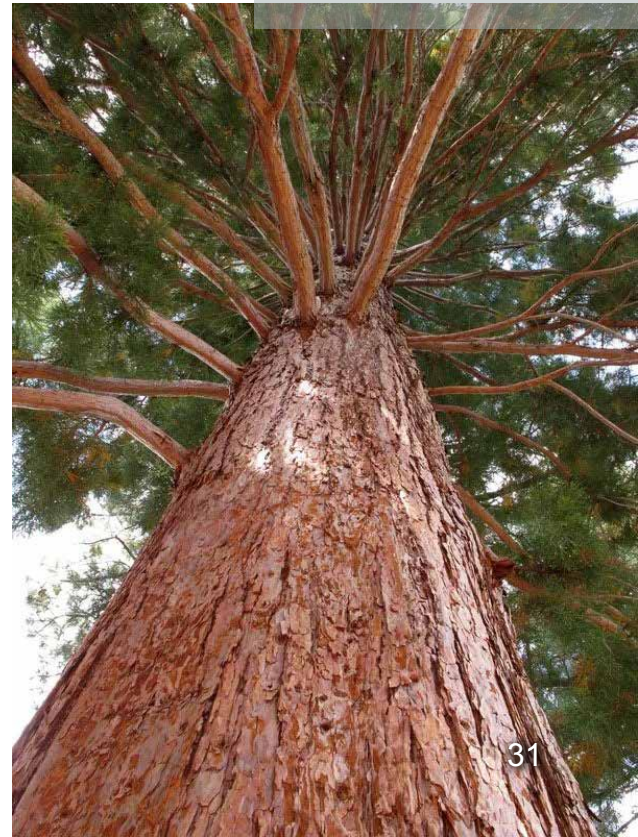
**Strategy 2.1.7:** Routinely engage with universities to learn from their research findings and coordinate future research that will support policy changes and that will support public land litigation in Utah

**Objective 2.2:** Engage in outreach efforts to promote Utah's public land priorities

**Strategy 2.3.1:** Proactively present on public land topics and be available at relevant events, conferences and expositions

### **Performance Measurements**

1. Coordinate comment briefs for all projects identified in the RDCC database for actions on public lands that require coordination and responses by the established deadlines
2. Continually promote and protect the interests of the state and all 29 counties to maintain access to public lands for multiple-use and sustained yield on public lands through actively engaging in policy, rulemaking and litigation
3. Engage in proactively managing our public lands at landscape-scales in partnership with other state agencies and external stakeholders through project development, grant writing and on-the-ground implementation
4. Annually recommend amendments to the Legislature for the State Resource Management Plan to strategically improve state and local plans used for coordination, cooperation and consistency with federal agencies





# OUTDOOR RECREATION



## Situation Analysis

The rapid growth of recreational use in Utah over the past few years has resulted in overuse of trails and other outdoor recreation infrastructure, leading to a host of negative consequences for both the land as well as those who recreate on it. Numerous trails exist on all land jurisdictions that are unsafe, and at times, illegal. The division's statutory mandate to "plan and develop a recreational trail system throughout the state" has only been a side project for years. We're committed to building this by being engaged with local communities and federal land managers to be the

experts as we coordinate/manage that trail system.

Emergency services must be funded appropriately to respond to search and rescue demand caused by both resident and non-resident tourists. This and other impacts caused by the growing recreational user base can't be adequately supported by Transient Room Tax or TRCC dollars, and many rural communities struggle to pay for their emergency medical services and other public safety programs.



Our rangers are committed to helping provide a safe setting for outdoor recreation and reducing the search and rescue burden on counties.

The benefits of outdoor recreation should be available and propagated to youth, especially those that are at-risk. We're committed to extending the physical, emotional and social benefits of outdoor recreation to as many of our citizens as we can. A strategic approach is needed to build outdoor recreation infrastructure and programs so that it can accommodate Utah's projected population growth. With increased residents, visitors and more spaces becoming recreation destinations, it will be an ongoing challenge to keep the public informed and maintain public safety while protecting the landscapes that attract people here.

## Goals & Objectives

### *Theme: Recreation*

**Goal 1:** Establish the Division of Outdoor Recreation as a statewide authority for all things outdoor recreation.

**Objective 1.1:** Become the recognized authority on outdoor recreation

**Strategy 1.1.1:** Host the annual Utah Outdoor Recreation Summit as well as other events throughout the year including: familiarization tours for elected officials, Summit Meetup Series, and Summit Speaker Series

**Strategy 1.1.2:** Bolster legitimacy with recreation enthusiasts and community groups through contacts with our employees in the field, especially Recreation Rangers and Trail Crew employees

**Strategy 1.1.3:** Send regular press releases about the division's work and significant milestones in Utah's outdoor recreation community

**Strategy 1.1.4:** Continue to build our brand awareness as our division grows and matures

**Strategy 1.1.5:** Help outside of our "box" and provide the best service to recreators in Utah

**Objective 1.2:** Host meetings across the state within our first fiscal year to get input from the public and constituent groups that inform the Statewide Outdoor Recreation Strategic Plan, as well as other planning efforts

**Strategy 1.2.1:** Host the meetings and incorporate the strategic outdoor recreation plan into our work

**Objective 1.3:** Work with the press and influential user groups to increase awareness of our division and our work

**Strategy 1.3.1:** Continuously build relationships with members of the press

**Strategy 1.3.2:** Audit news stories to discover when there are news stories about outdoor recreation, how often are we being asked to comment. We will increase the frequency we are cited as a source in news stories and will strive for overall positive coverage sentiment

**Objective 1.4:** Positively and accurately influence our public perception. Because we are a new division, the public gets what we were but not what we are

**Strategy 1.4.1:** Make daily connections in the field with outdoor recreation users or groups, especially from our Recreation Rangers and Trail Crew

**Objective 1.5:** Become the information hub on outdoor recreation

**Strategy 1.5.1:** Hire a GIS specialist to gather and articulate quality data and the return on investment of state dollars

**Objective 1.6:** Earn reputation for being a “low red tape” division and recklessly good with our constituent service

**Strategy 1.6.1:** Regularly ask “why?” a policy or procedure exists, if it’s necessary, and if it’s necessary, are there less intrusive or burdensome ways to do things?

**Strategy 1.6.2:** Actively promote the good work we are doing, especially on-the-ground by regularly gathering and posting content from our employees in the field (primarily law enforcement and trail crew)



## Performance Measurements

1. Gauge sentiment by using public-facing surveys using Qualtrics, web analytics, data and measurement from contracted communications vendors and monitor social media sentiment

## Theme: Recreation

**Goal 2:** Complete work on the outdoor recreation needs statewide

**Objective 2.1:** Complete all Statewide Outdoor Recreation Strategic Plans. Implement the work to address the statewide needs

**Strategy 2.1.1:** Complete Statewide Outdoor Recreation Strategic Plan, under advisement of the Outdoor Adventure Commission, by the fall of 2023

**Strategy 2.1.2:** Complete the Statewide Comprehensive Outdoor Recreation Plan, as part of the Land and Water Conservation Fund

**Objective 2.2:** Establish efficient processes for funding and completing outdoor recreation infrastructure projects

**Strategy 2.2.1:** Build a Statewide Regional Trail Crew to ensure the investments into Utah’s outdoor recreation infrastructure grants are well maintained

**Strategy 2.2.2:** Continue stewarding public investments into outdoor recreation by administering nearly a dozen grants

**Objective 2.3:** Develop programs around enforcement and education for Rangers and trail systems and waterways

**Strategy 2.3.1:** The Education Specialist in the division will work with Recreation Rangers and Program Managers to determine what the next needs are

**Objective 2.4:** Provide necessary assets and buildings for employees in the field (recreational law enforcement and Trail Crew)

**Strategy 2.4.1:** Support recreation law enforcement by fixing, inspecting, equipping, and maintaining a fleet of snowmobiles, snowcats, off-highway vehicles, and watercraft

**Strategy 2.4.2:** Support Regional Trail Crew with their fleet and assets by maintaining their equipment and fleet located strategically throughout the state

**Strategy 2.4.3:** Provide staff with quality buildings for effective operations and liveable residences where applicable

**Strategy 2.4.4:** Provide maintenance to get assets in the best working order or replace fleet and vessels when needed

### Performance Measurements

1. Complete the plan
2. Track employee hours on the ground, amount of preventative maintenance completed on snowmobiles, snowcats, OHVs and watercraft

### Theme: Recreation

**Goal 3:** Encourage Utahns and visitors take ownership of stewardship and responsible use.

**Objective 3.1:** Provide funding and staff hours to ensure well-built and well-maintained outdoor recreation infrastructure and designated trails, especially in outdoor recreation hotspots

**Strategy 3.1.1:** Host the first season of our larger, regionally based Trail Crew

**Strategy 3.1.2:** Identify outdoor recreation hotspots with law enforcement gaps and hire additional Recreation Rangers to educate the public and enforce important safety laws

**Strategy 3.1.3:** Continue stewarding public investments into outdoor recreation by administering nearly a dozen grants. Provide funding to programs and information-hubs across the state such as local tourism offices

**Objective 3.2:** Promote a multiple-use mindset, awareness of different outdoor recreation activities, responsible waste behaviors, fire awareness, and personal responsibility to keep the outdoors clean while using trails, outdoor recreation infrastructure, and public lands

**Strategy 3.2.1:** Provide tools and amplify messages from entities like the Utah Avalanche Center, local search and rescue and weather service. Partner with the Utah Office of Tourism to amplify the message

**Strategy 3.2.2:** Include stewardship messaging as part of education opportunities provided by the Education Specialist and Recreation Rangers



### Performance Measurements

1. Reportable measurements from all entities we give grant funding and technical assistance to
2. Track impressions and data from messaging and partner campaigns, student research about effectiveness of campaigns and/or behavior change

## **Theme: Recreation**

**Goal 4:** Educate and prepare Utahns to keep themselves and others safe while recreating outdoors.

**Objective 4.1:** Create a widespread understanding of the recreation laws and ethics and a respect for our amazing outdoor spaces and outdoor recreation communities to make recreation safer, with fewer injuries and deaths

**Strategy 4.1.1:** Identify outdoor recreation hotspots with law enforcement gaps and hire additional Recreation Rangers to educate the public and enforce important safety laws

**Strategy 4.1.2:** Provide OHV, snowmobile, and boating training to other local, county, state and federal agencies

**Objective 4.2:** Prepare recreators to be safe and self-sufficient

**Strategy 4.2.1:** Provide tools and amplify messages from entities like the Utah Avalanche Center, local search and rescue and weather service. Partner with the Utah Office of Tourism to amplify the message

**Objective 4.3:** Increase outdoor safety and decrease drownings, accidents and deaths

**Strategy 4.3.1:** Hire the first Boating & OHV dedicated Education Specialists for the state to determine testing and education gaps and needs and create diverse and interactive learning opportunities

**Strategy 4.3.2:** Create an affordable, educational, and interactive platform for youth users to take required courses (including personal watercraft, youth off-highway vehicle)

**Objective 4.4:** Study recreation hotspot locations that need additional education and law enforcement

**Strategy 4.4.1:** Use data from the Outdoor Adventure Commission, GIS data, and counties to determine where additional assistance is needed

### **Performance Measurements**

1. Number of users who complete education courses (Youth OHV, Adult OHV, Personal Watercraft)
2. Survey course users and aim for 80% positive feedback (update the system to include constructive feedback, track how grant dollars provided to local search and rescue for education are working)
3. Partner with other state agencies, such as the Utah Office of Tourism, to get data on visitation and outdoor recreation hotspots
4. Track education strategies such as in-person courses

## **Theme: Recreation**

**Goal 5:** Develop outdoor recreation industries as a key element of Utah's economy.

**Objective 5.1:** Enable rural Utah to attract visitors, businesses and new residents while retaining existing residents, businesses and employers

**Strategy 5.1.1:** Focus on business development and support in rural Utah, especially with guides and outfitters, rental companies and manufacturers

**Strategy 5.1.2:** Assist small communities to develop outdoor recreation infrastructure as an economic pillar of their community

**Strategy 5.1.3:** Increase planning services and grants provided by our division

**Objective 5.2:** Develop Utah’s outdoor recreation businesses and business community

**Strategy 5.2.1:** Coordinate with outdoor recreation stakeholders in a formal manner on a quarterly basis

**Strategy 5.2.2:** Provide business and industry trainings and a platform for business coordination and networking (Outdoor Recreation Summit, Summit Speaker Series & Meetups)

**Strategy 5.2.3:** Contribute to comprehensive economic development strategies, including business attraction, as well as employee retention for Utah businesses

### Performance Measurements

1. Bring in more high-quality jobs that are in outdoor recreation or outdoor recreation-adjacent, trends in labor/employment and recreation visitation

### Theme: Recreation

**Goal 6:** Plan and create Utah’s first statewide recreational trails system.

**Objective 6.1:** Plan and develop a recreational trail system throughout the state that provides for outdoor recreation needs and facilitates access to, travel within, and enjoyment and admiration of the outdoors. Develop statewide comprehensive trails network for all users (motorized and non-motorized)

**Strategy 6.1.1:** Strengthen the existing relationships with the trail foundations and clubs throughout the state and find ways to collectively increase their efforts

**Strategy 6.1.2:** Coordinate with federal, state and local outdoor recreation programs to solicit interagency cooperation and connectivity between trail systems and communities

**Strategy 6.1.3:** Fund efforts to manage the trail system

**Strategy 6.1.4:** Develop a classification system for the trail system and establish levels of “information ownership” that DOR asserts

**Strategy 6.1.5:** Develop an online space specifically for trails information (GIS, user info, land management rules, permit links, links to system-specific websites, overall trails etiquette) and serve as the trails information curator for the state

**Strategy 6.1.6:** Hire necessary staff to carry this workload and lead the state’s trail efforts, likely a GIS Coordinator and program manager

**Objective 6.2:** Host the state’s GIS database for trails and outdoor recreation in Utah

**Strategy 6.2.1:** Maintain statewide recreation asset database

**Strategy 6.2.2:** Elevate trails GIS database’s importance in land use and transportation planning across the state to encourage long-term public use and access

**Strategy 6.2.3:** Utilize asset database to increase public knowledge of recreation opportunities, safety considerations and more

### Performance Measurements

1. Track network traffic, participation by partners, GIS product completion, grants aimed at trails priorities.





## Situation Analysis

Utah is a state renowned for its stunning natural beauty, and its State Parks offer an abundance of opportunities to experience it firsthand. With a diverse range of landscapes, from towering red rock formations to pristine lakes and forests, Utah State Parks provide a chance to explore the outdoors in all its glory. These parks are important to the state not only for their recreational value but also for their role in preserving Utah's unique natural heritage. They offer visitors a chance to connect with nature, learn about the state's history and culture, and enjoy a wide range of

outdoor activities, making them a vital component of Utah's tourism industry and an important part of the state's identity.

The Division of Utah State Parks has a critical mission to provide visitors with exceptional outdoor recreation and educational experiences at its 46 state parks and various recreational areas. To achieve this goal, the division has established three primary goals: financial self-sufficiency, facility care, and customer service.

# Goals & Objectives

## *Theme: Recreation*

**Goal 1:** Invest in our Utah State Park system by providing modern amenities, offering varied public recreation experiences, maintaining our current facilities and focusing on our visitors.

**Objective 2.1:** Generate sufficient revenue to meet Utah State Park's operational expenses and provide for future park renovation and development

**Strategy 2.1.1:** Operate as a park system that shares staff and resources among our various parks and programs

**Strategy 2.1.2:** Be driven by the principle of financial self-sufficiency. Generate enough revenue to cover all our operating expenses

**Objective 2.2:** Adapt quickly and creatively to recreational trends and needs

**Strategy 2.2.1:** Proactively look for ways to improve visitor experiences through new development, proper management of resources and providing unique and enjoyable recreational experiences

### **Performance Measurements**

1. Track each park's profit and loss with the goal of increasing operational profits year-over-year and address parks performing below expectation
2. Encourage and track the success of new recreation ventures and provide the means to share profitable recreation opportunities within Utah State Parks

## *Theme: Recreation*

**Goal 2:** Provide professional, prompt and courteous internal and external customer service.

**Objective 3.1:** Provide customer service training to staff and communicate with our customers in a friendly and timely manner

**Strategy 3.1.1:** Provide customer service training and division guidance to Utah State Park employees

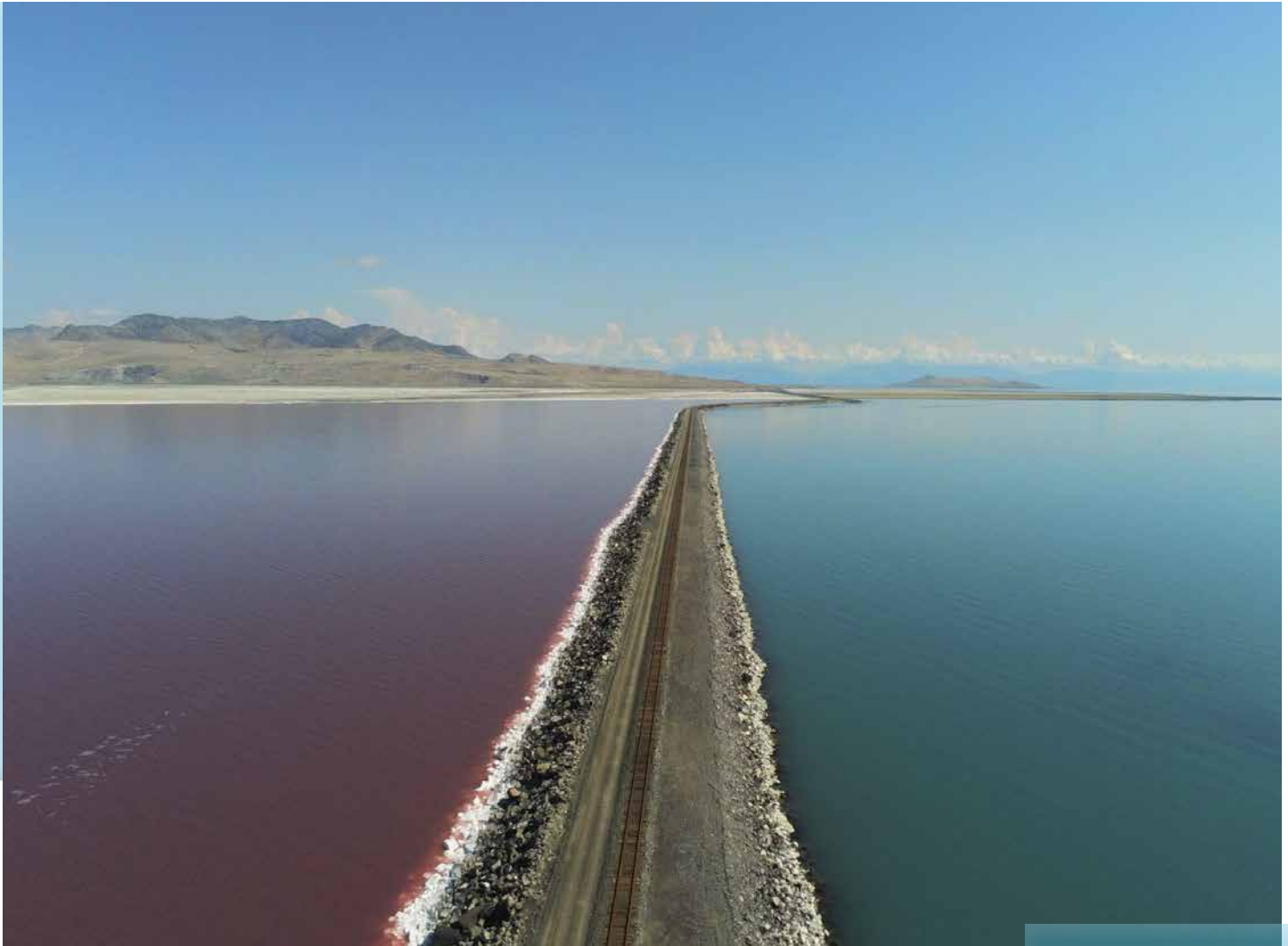
**Strategy 3.1.2:** Provide standard information about Utah State Park services, rules, and fees to frontline workers so that they will be able to answer questions and concerns both knowledgeably and courteously

**Strategy 3.2.2:** Empower employees to solve problems at the local/park level. Show empathy and understanding to our visitors by listening to their ideas

### **Performance Measurements**

1. Track employee training and provide enhanced training opportunities
2. Provide staff easy and intuitive access to Utah State Park's training materials, guidelines, forms and other division information





## Situation Analysis

The Utah Division of Water Resources is a crucial water resources authority for the state of Utah for water planning, conservation, development and protection. Through conservation and development efforts, we raise water consciousness and foster water security under uncertain conditions.

Through planning and protection efforts, we confront water challenges and look ahead to find solutions to complex water-related problems. The Board of Water Resources is the policy-making body of the division. This plan outlines our vision for Water Resources, what we value and our goals for the near future.



# Goals & Objectives

## Theme: Water

**Goal 1:** Proactively communicate and educate staff and the public on critical water issues in the state and work with partners to communicate a consistent and clear message.

**Objective 1.1:** Develop an internal strategic communications plan

**Strategy 1.1.1:** Continue to communicate openly with staff regarding news and issues affecting Water Resources. Ask for feedback

**Strategy 1.1.2:** Get the DWRe newsletter back on a set schedule

**Objective 1.2:** Develop an external strategic communications plan by Sept. 30, 2023

**Strategy 1.2.1:** Promote division programs to highlight the importance of water use taken into account while developing communities. Promotion can be done through conferences, social media and press releases

**Strategy 1.2.1:** Work with water users to implement additional water conservation measures

**Strategy 1.2.3:** Hold additional Growing Water Smart workshops

**Strategy 1.2.4:** Encourage attendance at conferences and other events so staff has opportunities to share the division's message and network with external partners

**Strategy 1.2.5:** Ensure professional development goals are included in all UPMs and desired outcomes are articulated

**Strategy 1.2.6:** Encourage staff to present at conferences

## Theme: Water

**Goal 2:** Leverage the heightened interest in water to build drought resilience and take meaningful steps to ensure a secure water supply now and into the future.

**Objective 2.1:** Update State Water Plan every five years

**Strategy 2.1.1:** Act upon or achieve at least 75% of the recommendations in the State Water Plan prior to the publication of the next five-year plan

**Objective 2.2:** Take large strides forward in water conservation in ways that will have lasting impacts

**Strategy 2.2.1:** Define what makes a good general plan by May 1, 2023

**Strategy 3.2.2:** Develop/compile general plan recommendations and advise cities, 2023-2025

**Strategy 3.2.3:** Provide technical assistance to cities implementing the requirements of Water as Part of a General Plan, 2023-2025

**Strategy 3.2.4:** Continue current rebates for smart controllers and toilets

**Strategy 3.2.5:** Implement new landscaping rebates

**Strategy 3.2.6:** Expand transparent water billing

**Strategy 3.2.7:** Support Utah Water Ways water conservation and education programs and integrate it with “Slow the Flow”

**Strategy 3.2.8:** Educate staff and the public regarding funding opportunities and projects

**Objective 3.3:** Coordinate and promote Utah Growing Water Smart Workshops to assist communities with integrating water and land planning

**Strategy 3.3.1:** Increase workshop schedule from two workshops per fiscal year to three workshops per fiscal year to open the opportunity to more public water systems statewide by fiscal year 2024

**Strategy 3.3.2:** Maintain Integrated Water and Land Planning website to make current resources available to communities

**Strategy 3.3.3:** Pursue funding opportunities for additional Utah Growing Water Smart Workshops and technical assistance grants

**Objective 3.4:** Promote and support statewide water metering and measurement as a tool to best plan for Utah’s water future

**Strategy 3.4.1:** Improve the automation and compilation of data from outside sources and used by division models



**Strategy 3.4.2:** Review data gap analyses as they become available

**Strategy 3.4.3:** Work with partners to prioritize and seek funding for critical stream gauges, ground truthing stations and weather stations

## **Theme: Water**

**Goal 4:** Ensure division staff support this strategic plan's priorities.

**Objective 4.1:** Ensure the division is following the strategic plan

**Strategy 4.1.1:** Evaluate how the division is doing quarterly and have UPMs reflect this plan

**Strategy 4.1.2:** Have managers work with staff as a section and/or individually to create goals and tasks for their UPM to further or conform to the mission, vision, values, goals, guiding principles or objectives

**Objective 4.2:** Review the division's strategic plan quarterly at managers' meetings, discuss progress and take action to move the plan forward

### **Performance Measurements**

1. Publish a Water Resources Conservation Plan every five years.
2. Accommodate future growth with zero increase in statewide water demand.
3. Contract \$50 million in Board funds for water resiliency projects each year.





# WATER RIGHTS



## Situation Analysis

The Utah Division of Water Rights is committed to responsibly managing Utah's water resources by providing efficient administration of the state's water rights system. We work closely with water users, government agencies and other stakeholders to ensure that water is used according to state water law and in a manner that benefits both current and future generations. By managing Utah's water right system effectively, we can help protect the state's water supply for years to come.

The division has seen a notable increase in applications seeking to reallocate water rights to meet the demand of a growing population. At the same time, the state has been experiencing the effects of a significant regional drought that has caused unprecedented effects to both natural systems and the systems of water supply for the citizens of the state. In its statutorily defined responsibilities, the division is positioned to provide the expertise that will help the state meet these challenges.

# Goals & Objectives

## *Theme: Water*

**Goal 1:** Ensure prompt action on all applications, proofs and reports of conveyance.

**Objective 1.1:** Streamline and automate application review processes

**Strategy 1.1.1:** Analyze application pathing to identify and eliminate bottlenecks

**Strategy 1.1.2:** Identify and implement internal procedural changes

**Strategy 1.1.3:** Invest in software solutions that condense laborious procedures

**Objective 1.2:** Facilitate reporting and transparency within the application review process

**Strategy 1.2.1:** Generate and maintain reporting that provides review status

**Strategy 1.2.2:** Provide increased transparency on application process, especially on factors affecting review completion

**Objective 1.3:** Address increasing application complexity

**Strategy 1.3.1:** Invest in the training and development for staff members

**Strategy 1.3.2:** Implement policy and guidance that addresses increasing complexity

**Objective 1.4:** Increase statewide consistency of water right policies

**Strategy 1.3.1:** Increased documentation of policy and statutory implementation

**Strategy 1.3.2:** Increased internal coordination and cross training

### **Performance Measurements**

1. Number of statewide applications processed and tracked (also tracking number of days processed)
2. Number of orders of the State Engineer and Certificates of Beneficial Use issued
3. Number of reports of Conveyance and Addendums processed and tracked

## Theme: Water

**Goal 2:** Transform and modernize how the division manages and presents water right data

**Objective 2.1:** Develop water right network

**Strategy 2.1.1:** Acquire, maintain, and train engineers and technicians to develop and use the water right network

**Strategy 2.1.2:** Add current place of use and corresponding water use groups to the water right network

**Strategy 2.1.3:** Add diversion stations, reservoirs and conveyance works to the water right network

**Objective 2.2:** Create transparent accounting models for each distribution system

**Strategy 2.2.1:** Create priority schedules for each system

**Strategy 2.2.2:** Create schematics for each system

**Strategy 2.2.3:** Create accounting logic for each system

**Objective 2.3:** Expand the capabilities of the water right network

**Strategy 2.3.1:** Update water use group database structure to add more flexibility (WUG3)

**Strategy 2.3.2:** Work with outside agencies to ensure the water right network meets their needs

**Strategy 2.3.3:** Incorporate accounting into the water right network

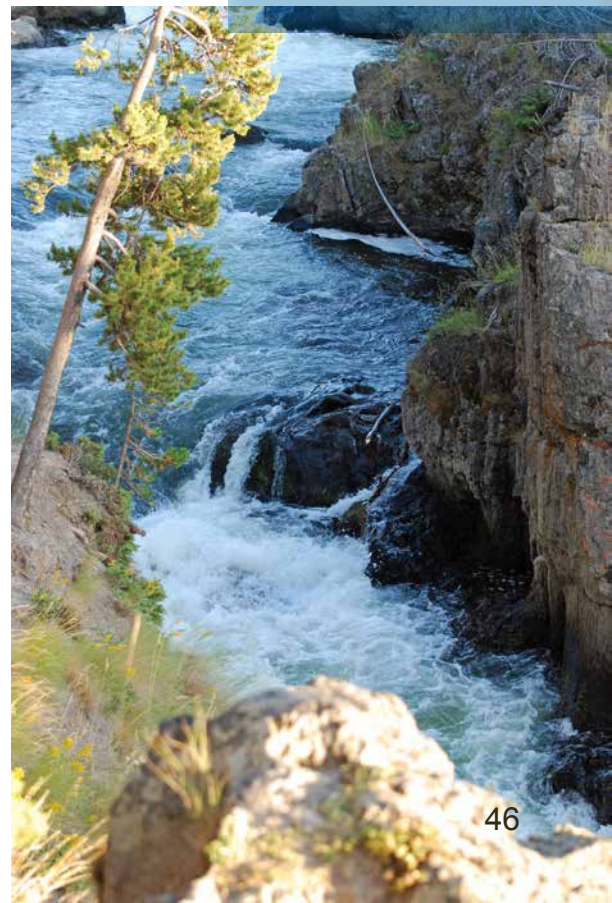
**Objective 2.4:** Gather and accrue data from measuring devices into a central database

**Strategy 2.4.1:** Develop a transparent central database that enables “stream to screen” functionality

**Strategy 2.4.2:** Ensure data is being transmitted and stored in the database

### Performance Measurements

1. Prepare Utah for Colorado River management
2. Accommodate the future of agricultural optimization
3. Development of a next-gen water right database



**Goal 3:** Install measurement and automation devices on high priority diversions across the state.

**Objective 3.1:** Identify and prioritize measurement locations where increased transparency will increase public trust and facilitate increased transparency

**Strategy 3.1.1:** Acquire and maintain, engineering team dedicated to distribution accounting

**Strategy 3.1.2:** Utilize existing or acquired knowledge to create map of locations of highly contentious diversion

**Strategy 3.1.3:** Organize new subsection within the Field Services section for automation and modeling

**Objective 3.2:** Coordinate with water users to determine the best path for installation of measurement and automation devices

**Strategy 3.2.1:** Make contacts with key water users and water-centric organizations

**Strategy 3.2.2:** Investigate structural constraints limiting possible design and installation

**Strategy 3.2.3:** Determine funding sources and define responsibilities for design and plans

**Objective 3.3:** Management and installation of measuring and automation devices

**Strategy 3.3.1:** Identify and assign construction and installation responsibilities

**Strategy 3.3.2:** Develop construction schedule and timeline

**Objective 3.4:** Gather and accrue data from measuring devices into a central database

**Strategy 3.4.1:** Develop a transparent central database that enables “stream to screen” functionality

**Strategy 3.4.2:** Ensure data is being transmitted and stored in the database

### **Performance Measurements**

1. Prepare Utah for Colorado River management
2. Accommodate the future of agricultural optimization
3. Development of a next-gen water right database

## Theme: Water

**Goal 4:** Develop full understanding of state's groundwater resources.

**Objective 4.1:** Monitor the suitability of existing Groundwater Management Plans and water right policies throughout the state

**Strategy 4.1.1:** Invest in software tools that help visualize groundwater withdrawals

**Strategy 4.1.2:** Coordinate with other agencies with overlapping or interlaced responsibilities

**Strategy 4.1.2:** Coordinate with local authorities to understand local conditions

**Strategy 4.1.3:** Pursue funding for studies in potentially sensitive areas

**Objective 4.2:** Communicate and implement findings from studies into Groundwater Management Plans and water right policies

**Strategy 4.2.1:** Meet with local stakeholders, seeking to develop partnerships in addressing the impacts

**Strategy 4.2.2:** Hold public meetings to inform the general public of findings

**Strategy 4.2.3:** Seek public input to more deeply understand potential impacts

**Strategy 4.2.4:** Seek to form a local committee to guide implementation

**Strategy 4.2.5:** Seek voluntary implementation and compliance

**Strategy 4.2.6:** Provide flexibility to shareholders during plan implementation

**Objective 4.3:** Expand capabilities of the water right networks and accounting tools

**Strategy 4.3.1:** Incorporate groundwater data into a transparent central database that enables comprehensive analysis

**Strategy 4.3.2:** Structure expanded capabilities to permit the conjunctive management of hydrologic areas

### Performance Measurements

1. Continued response to critical management areas
2. Partnership with agencies conducting groundwater studies
3. Accommodate the future of agricultural optimization development of a next-gen water right database





## **Theme: Water**

**Goal 5:** Accelerate the progress of general water right adjudications throughout the state.

**Objective 5.1:** Build and retain a team of engineers and technicians dedicated to water right adjudications throughout the state

**Strategy 5.1.1:** Continue to increase the size and capability of the adjudication program

**Strategy 5.1.2:** Invest in the training and development of adjudication staff members

**Strategy 5.1.3:** Retain existing staff by providing increased promotional opportunities

**Objective 5.2:** Reduce the backlog of open adjudications and shorten time between commencement and completion

**Strategy 5.2.1:** Minimize rework by providing frequent support to the adjudication field teams

**Strategy 5.2.2:** Identify and implement software solutions that improve the efficiency of adjudication work

**Strategy 5.2.3:** Provide comprehensive and effective quality control

**Objective 5.3:** Establish early contact with key water users in adjudication areas

**Strategy 5.3.1:** Identify key water users in each adjudication area

**Strategy 5.3.2:** Jointly identify key constraints that will define the adjudication

**Strategy 5.3.3:** Establish and maintain open lines of communication throughout the adjudication

**Objective 5.4:** Pursue the negotiation and definition of federal reserve right settlements

**Strategy 5.4.1:** Coordinate with Tribes, exploring the potential for a reserved water right, or other meaningful cooperation

**Strategy 5.4.2:** Support and implement existing reserve right settlements, including the Navajo Nation water right settlement

**Strategy 5.4.3:** Coordinate with federal agencies pursuing reserve rights, with a focus on Utah's National Parks

### **Performance Measurements**

1. Number of proposed determinations published
2. Number of subdivisions commenced
3. Transfer of all of Utah's contribution to the Navajo Nation water development fund



## Situation Analysis

The Division of Wildlife Resources (DWR) is experiencing some challenges working with the public during this period of distrust in government and science. For example, we are seeing an uptick in negative, highly skeptical comments during our public meetings and on social media. We must work to correct misinformation and to explain the motivations, details and benefits of our efforts in plain language, to increase support for active management of Utah's wildlife resources.

The greatest resource challenge is

managing wildlife and habitat throughout rapid, large-scale climate/weather shifts.

DWR continually assesses resource needs to better manage wildlife during heavy winters and drought conditions, as extreme weather events are predicted to become more frequent. To ensure healthy wildlife populations will exist on the landscape for future generations, DWR strives to use the best available science and technology to identify and implement management strategies in areas of the state where wildlife and their habitats are the most vulnerable.

# Goals & Objectives

## *Theme: Health*

**Goal 1:** Strengthen support for wildlife management by demonstrating the value and importance of wildlife to all Utahns.

**Objective 1.1:** Increase opportunities for and participation in fishing, hunting and other wildlife-related activities

**Objective 1.2:** Increase public understanding and political support for our agency and active wildlife management in Utah

**Objective 1.3:** Increase our efforts to deliver consistent, high-quality customer service

**Strategy 1.3.1:** Improve our understanding of how the broader public views and values wildlife – and how it contributes to their quality of life – and take reasonable steps to address their needs, wishes and priorities

**Strategy 1.3.2:** Increase understanding of our customers and potential customers and take reasonable steps to address their needs, wishes and priorities

**Strategy 1.3.3:** Simplify content to improve the clarity of our management plans, rules, regulations and guidebooks, where possible

**Objective 1.4:** Ensure a safe recreational experience through proactive education

**Strategy 1.4.1:** Increase trust and promote voluntary compliance with wildlife laws by serving the public with integrity, compassion and respect

## **Performance Measures**

1. Number of people licensed to participate in hunting and fishing in Utah
2. Average score of at least 90% for DFCM facility audits associated with UDWR facilities
3. Number of new Motorboat Access projects each year
4. Number of UDWR hatcheries in operation each year
5. Number of customers utilizing UDWR Shooting Center.
6. Rate of wildlife law enforcement compliance versus number of contacts made by UDWR conservation officers

## *Theme: Conservation*

**Goal 2:** Conserve, enhance and actively manage Utah's protected wildlife populations, their habitats and the water resources they rely on, using the best available science.

**Objective 2.1:** Increase, decrease or maintain wildlife populations, as needed, to meet the objectives in our management plans

**Strategy 2.1.1:** Maintain existing wildlife habitat and increase the quality of critical habitats and watersheds throughout the state

**Strategy 2.1.2:** Increase our knowledge of crucial wildlife habitats and migration patterns

**Objective 2.2:** Decrease risks to species and their habitats through integrated implementation of the Wildlife Action Plan, species recovery plans, conservation agreements and other management plans (species, AIS, disease, etc.)

**Strategy 2.2.1:** Conduct management work to help prevent species of concern from being federally listed as threatened or endangered, and work to delist those species that are currently listed

**Objective 2.3:** Improve public safety by decreasing wildlife-vehicle collisions and dangerous wildlife encounters for people who live, travel and recreate in Utah

**Strategy 2.3.1:** Decrease the number of wildlife-related incidents – including property damage, crop depredation and threatened or endangered species listings – that negatively affect private property owners

### Performance Measures

1. Species listed or delisted as threatened or endangered
2. Percentage of mule deer units that are at 90% or above their approved population objective
3. Number of elk in each population relative to the established population objective for that unit
4. Total work done to prevent watercraft from transporting invasive mussels around Utah
5. Number of new wildlife species listed under the Endangered Species Act
6. Number of acres (rangelands, forest, streams, wetland/riparian) restored to a more properly functioning condition through projects approved and funded through the Wildlife Habitat Account (Habitat Council) and Watershed Restoration Initiative
7. Number of wildlife-vehicle collisions



## Conclusion



DNR appreciates this opportunity to provide GOPB, our stakeholders and DNR employees a means to explore the priorities, goals and strategies of the department, our divisions and our offices. This plan communicates our aspirations and intentions in order to provide greater transparency.

DNR expects natural and man-made conditions to rapidly change in the future, and these will likely impact our

operations in new ways. With this in mind, our Strategic Plan is expected to be equally dynamic in order to define and document new challenges, circumstances and our course of action. We will regularly evaluate our plan and the division/office chapters on a quarterly basis and make updates as appropriate.



(801) 538-7200 | [dnr.utah.gov](http://dnr.utah.gov)  
1594 W. North Temple, Salt Lake City, UT 84116

DIVISIONS



OFFICES

