UTAH DEPARTMENT OF
NATURAL RESOURCES

STRATEGIC PLAN

2024

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

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State of Utah
DEPARTMENT OF NATURAL RESOURCES

SPENCER J. COX
Governor

DEIDRE HENDERSON
Lieutenant Governor

JOEL FERRY
Executive Director

Two consecutive years of impressive snowfall have improved the state's water outlook and the health of the natural system. We recognize precipitation isn't promised, so we will continue to implement changes to stretch the water supply. As someone who has a deep connection to our natural resources, I have seen firsthand the impact these weather patterns can have on our land, wildlife and water supply.

Thanks to unprecedented investment and policy advancements by the Legislature and water-saving actions by Utahns across the state, Utah has made significant progress in water conservation, including changing water policy to benefit our Great Salt Lake and its surrounding wetlands. The new Office of the Great Salt Lake Commissioner also adds to the effort to preserve and protect the lake. Two great water years have helped water levels improve from the record low in November 2022. However, we know that restoring the lake to healthy levels will take time, and we must continue to plan for a drier future and take proactive measures to become more drought-resilient.

We are also working with the newly created public/private partnership, Utah Water Ways, to encourage long-term water-saving behaviors across the state. We can't rely on Mother Nature to solve long-term water challenges. All Utahns across all sectors must look for ways to use our limited water supply more efficiently.

Utah's energy needs are also top-of-mind as we develop plans to provide all Utahns with affordable, reliable and sustainable energy. Utah is one of only seven states generating utility-scale electricity from geothermal resources and has significant untapped potential. We are actively exploring ways to expand this clean, baseload power source. Collaboration with partners to employ an approach for maintaining a steady and reliable energy supply that will power our growing population and advance industries is critical, and I'm grateful for the ongoing teamwork.

As executive director of Utah's Department of Natural Resources, I appreciate the many talented, committed staff who work to protect and preserve our natural resources. I pledge to prioritize the protection of our natural resources and to work with elected officials, state agencies, stakeholders and partners to innovate and develop solutions to the challenges we face. I am committed to leading the department in continuing the meaningful work that happens to effectively manage our natural resources so they can thrive and support our quality of life for years to come.

Sincerely,

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 nuclear, carbon capture, geothermal, battery storage, hydrogen and others.

- ***Division of Law Enforcement*** is a newly created division that combines the four formerly disparate programs (FFSL, DWR, DOR, Parks) into a new division with a linear organizational structure and a unified mission.

- ***Division of Oil, Gas and Mining*** encourages the responsible development of oil, gas and mineral resources 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 timely scientific information about Utah's geologic environment, resources and hazards to inform decision making.

- ***Division of Water Resources*** plans, conserves, develops and protects Utah's water resources.

- ***Division of Water Rights***, directed by the State Engineer, is the regulatory agency that administers the measurement, appropriation, apportionment and distribution of the state's water resources.

- ***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.

WE ARE DNR

We protect and enhance Utah's natural resources for current and future generations.

OUR MISSION

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
- Expanding Utah's energy and minerals portfolio

OUR CORE VALUES

OWN IT/SOLVE IT	BE ACCOUNTABLE	I SEE YOU	SPEAK UP	IMPROVE ALWAYS
I solve problems and seek solutions that get us closer to achieving our mission and goals.	I am responsible for my behaviors, actions and results.	I include others and address bias in order to create fairness and greater diversity.	I share my perspective and ideas without fear and seek feedback from others.	I respectfully question the status quo when I believe there is a better way. I strive to better myself and my team.

BE RECKLESSLY GOOD

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. These goals and objectives are primarily focused on programs to improve employment opportunities and conditions at DNR.

The department has identified seven key themes under which agency goals and objectives fit. These key themes also align with the department mission statement and are division-specific:

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

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:** Use the Annual Employee Surveys (DNR's and the governor's) to monitor changes in employee satisfaction and engagement and then identify division and department actions to take
>
> **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:** Install security fencing around the perimeter of DNR's Salt Lake facility to improve safety
> >
> > **Strategy 1.2.4:** Continue to 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

Goal 2: Cultivate an agency culture that supports a broad and representative workforce.

Objective 2.1: Diversify the workforce by improving hiring practices and removing bias

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 different working environment perspectives in mind and steps are taken to address subjectivity during the interview process

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

Strategy 2.1.3: Expand the reach of job announcements to ensure a variety of social, academic and professional groups are aware who might share opportunities with a wider group of qualified potential

Objective 2.2: Provide training and education opportunities for DNR employees that improves the experience people have when they work for the agency

Strategy 2.2.1: Provide training on the foundations of DNR values for all employees

Strategy 2.2.2: Ensure employees know how to report incidents of inappropriate behavior including harassment and discrimination through information and education

Performance Measurements
1. Employee demographics data, specifically the percentage of employees from minority groups
2. Percentage of employees who 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

DNR Ongoing Work Plan

Goal	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
1	Work with DHRM to create repeatable employment data queries that inform employee-related management decisions and show progress toward employment targets	Dir. of Enterprise Systems	Existing Staff Time	6 Months	Not Started
1	Use the Annual Employee Survey to monitor changes in employee satisfaction and engagement and then identify division and department actions to take.	Dir. of Enterprise Systems	Existing Staff Time	Month	In Progress
1	Continue to implement leadership training targeted for DNR supervisors and a means to track completion	Deputy Director	Existing budget	Year	In Progress
1	Review and revamp current onboarding and exit interview processes. Create standard operating procedures for these processes	DNR HR Director	Existing Staff Time	Ongoing	Complete
1	Install security fencing around the perimeter of DNR's Salt Lake facility to improve safety	Deputy Director, Law Enforcement Director	Existing budget	6 Months	In Progress
1	Continue to implement regular new employee welcome meetings to ensure new hires are familiar with DNR department leadership, our mission and values	Executive Director	Existing budget	Ongoing	In Progress
2	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	DNR HR Director	Existing budget	6 Months	In Progress
2	Develop or contract hiring training for all DNR supervisors that includes biases, inclusion and retention, and the DNR standard operating procedures for hiring	DNR HR Director	Existing budget	6 Months	In Progress
2	Expand the reach of DNR job announcements to ensure a variety of social, academic and professional groups are made award who might share opportunities with a wider group of qualified potential candidates	DNR HR Director	Existing budget	Ongoing	In Progress
2	Provide training on the foundations of inclusion and accessibility for all DNR employees	DNR HR Director	Existing budget	Ongoing	In Progress
2	Ensure employees know how to report incidents of inappropriate behavior including harassment and discrimination through information and education	DNR HR Director	Existing budget	Ongoing	In Progress

FORESTRY, FIRE & STATE LANDS
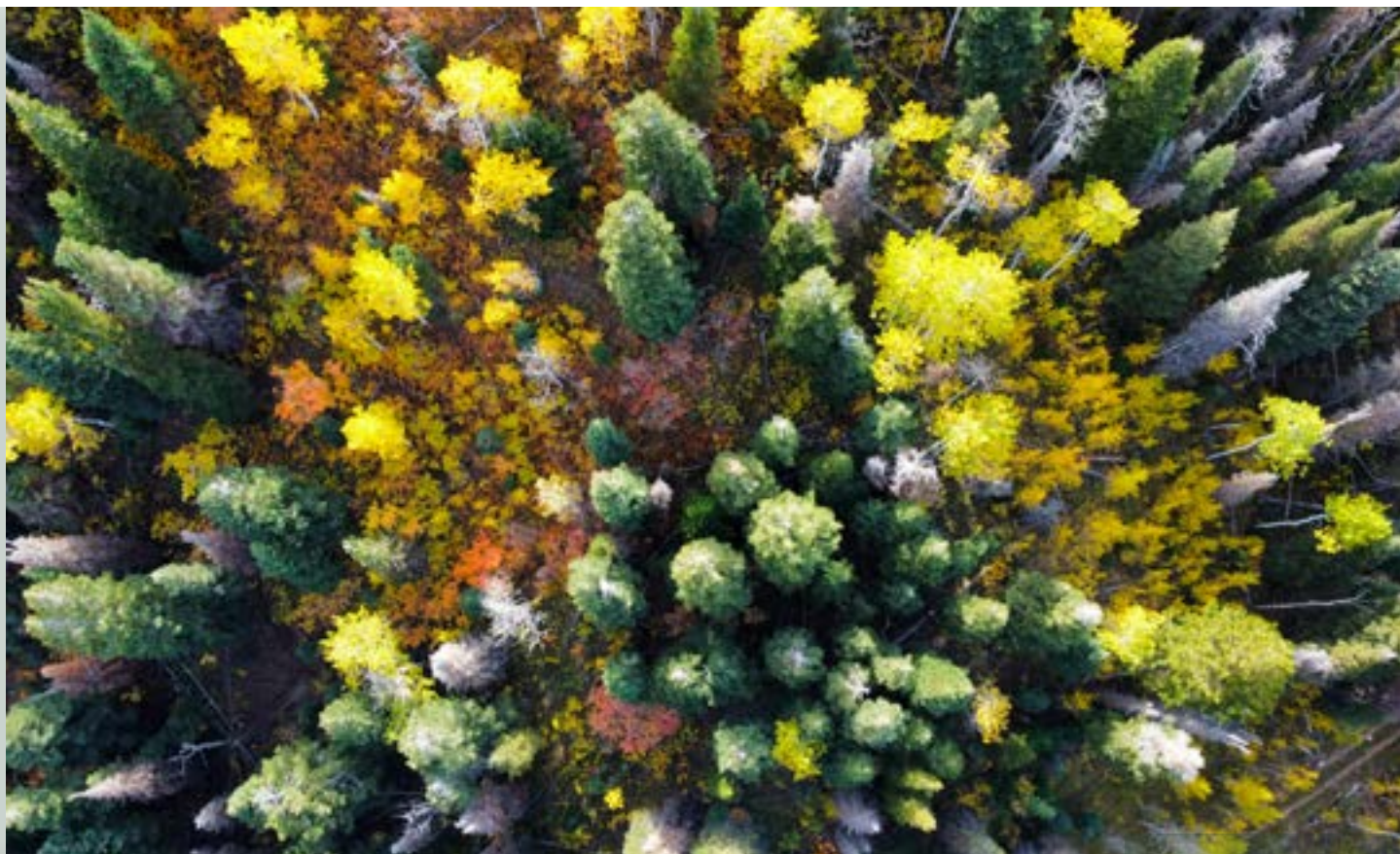
Situation Analysis

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 plans.

Objective 1.1: Identify and address current and future facility needs 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 while waiting on new vehicle allocation

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

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: Reduce duplicative meetings by combining meetings when possible and use 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: Ensure plans are complementary and in alignment with one another and the division's strategic plan

Strategy 2.2.3: Use new mapping and decision tools to identify high 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:** Promote 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:** Continue outreach efforts on occurrence, risk and safety
> >
> > **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 each 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 and make it accessible 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 and pursue 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

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FFSL Ongoing Work Plan

Goal	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
1	1.1.1: Assess the facilities needed for current and anticipated staffing needs, including seasonal work crews	Division-Wide	Existing Staff Ti...	Ongoing	In Progress
1	1.1.2: Create a priority list for infrastructure and facility improvements	Division-Wide	Existing Staff Ti...	Ongoing	Not Started
1	1.2.1: Conduct a division fleet assessment	Division-Wide	Existing Staff Ti...	6 Months	In Progress
1	1.2.2: Identify opportunities for vehicle sharing and other strategies to increase utilization while waiting on new vehicle allocation	Division-Wide	Existing Staff Ti...	Ongoing	In Progress
1	1.2.3: Identify possible funding paths and implement prioritization	Division-Wide	Existing Staff Ti...	Ongoing	In Progress
1	1.2.4: Plan for replacement of chippers, UTVs, and other vehicles and equipment not managed by motorpool	Division-Wide	Existing Staff Ti...	6 Months	Not Started
1	1.2.5: Identify needs for secure vehicle and equipment parking, storage	Division-Wide	Existing Staff Ti...	6 Months	Not Started
1	1.3.1: Conduct a division technology and software needs assessment	Division-Wide	Existing Staff Ti...	6 Months	In Progress
1	1.3.2: Improve data stewardship, data flow, accessibility and transparency by identifying key datasets and creating the appropriate organizational and technological infrastructure	Division-Wide	Existing staff, A...	Ongoing	In Progress
1	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	Division-Wide	Existing staff, A...	6 Months	In Progress
2	2.1.1: Share and continually update each agency's strategies, visions and activities relating to Great Salt Lake	State Lands	Existing Staff Ti...	Ongoing	In Progress
2	2.1.2: Meet regularly with the DEQ and the Great Salt Lake Commissioner	State Lands	Existing Staff Ti...	Ongoing	In Progress
2	2.2.1: Reduce duplicative meetings by combining meetings when possible and use common focus areas through existing programs and initiatives, such as CatFire working groups, All-Lands meetings and the Forest Stewardship Coordinating Committee	Forestry and Fire	Existing Staff Ti...	Ongoing	In Progress
2	2.2.2: Ensure plans are complementary and in alignment with one another and the division's Strategic Plan	Forestry and Fire	Addtl Staff time	Ongoing	In Progress
2	2.2.3: Use new mapping and decision tools to identify high 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	Forestry and Fire	Existing staff, A...	6 Months	In Progress

Goal	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
2	2.3.1: Develop communication and outreach activities to share information and lessons about active forest management and landscape-scale outcomes	Forestry	Existing Staff Ti...	Ongoing	In Progress
2	2.3.2: Develop technical and financial assistance to build capacity for forest restoration work	Forestry	Existing Staff Ti...	Ongoing	In Progress
2	2.3.3: Develop technical and financial assistance to strengthen existing and stimulate new wood products businesses	Forestry	Existing Staff Ti...	Ongoing	In Progress
3	3.1.1: Recognizable community understanding of wildfire risk and mitigations	Forestry and Fire	Existing staff, A...	Ongoing	In Progress
3	3.1.2: Update and maintain community wildfire planning	Forestry and Fire	Existing staff, A...	Ongoing	In Progress
3	3.1.3: Encourage and incentivize Wildland Urban Interface knowledge and mitigation responsibility	Forestry and Fire	Addtl Staff, Add...	Ongoing	In Progress
3	3.2.1: Base outreach efforts on occurrence and risk	Fire	Existing Staff Ti...	Ongoing	In Progress
3	3.2.2: Strengthen existing partnerships and develop new outreach partners/programs	Fire	Existing Staff Ti...	Ongoing	In Progress
3	3.2.3: Facilitate prevention planning and regulations and implement broad-based plans aimed at behavioral change	Fire	Existing staff, A...	Ongoing	In Progress
3	3.2.4: Pursue additional funding and joint funding to expand the prevention program and add outreach opportunities	Fire	Existing staff, A...	Ongoing	Not Started
4	4.1.1: Review and improve prioritization of assets	Fire	Addtl Staff time	Other	Not Started
4	4.1.2: Invest in state and local capacity to build response depth in high- risk areas	Fire	Addtl Staff, Add...	Other	Not Started
4	4.1.3: Broaden state incident management capabilities	Fire	Addtl Staff, Add...	Other	Not Started
4	4.1.4: Solidify aviation programs	Fire	Addtl Staff, Add...	6 Months	In Progress
4	4.2.1: Establish precedence and align ground actions to galvanize local relationships (for example, Unified Command)	Fire	Existing Staff Ti...	Ongoing	In Progress
4	4.2.2: Strengthen interagency partnerships	Fire	Existing Staff Ti...	Ongoing	In Progress
4	4.2.3: Utilize technology/tools (Utah Wildfire Risk Assessment Portal) and subject matter experts in planning and implementation	Fire	Existing Staff Ti...	6 Months	In Progress
4	4.3.1: Quantify the current state of fire investigations under the jurisdictional responsibility of the FFSL	Fire	Existing Staff Ti...	Ongoing	In Progress
4	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	Fire	Existing Staff Ti...	Ongoing	Not Started
5	5.1.1: Assess the scope of needs and determine an analysis timeline for each Sovereign Land body	State Lands	Existing Staff Ti...	1-2 years	In Progress

Goal	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
5	5.1.2: Secure funding for analyses to be conducted	State Lands	Existing staff, A... ▾	1-2 years ▾	In Progress ▾
5	5.1.3: Perform a "gap analysis" on each Sovereign Land body	State Lands	Existing staff, A... ▾	Year ▾	In Progress ▾
5	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	State Lands	Existing Staff Ti... ▾	Year ▾	In Progress ▾
5	5.2.2: Identify and contact the owners of unpermitted structures or navigational hazards to remove or bring into compliance	State Lands	Existing Staff Ti... ▾	Ongoing ▾	In Progress ▾
5	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	State Lands	Existing Staff Ti... ▾	Ongoing ▾	In Progress ▾
5	5.3.1: Ensure all proposed uses of state lands are in the best interest of the public trust	State Lands	Existing Staff Ti... ▾	Ongoing ▾	In Progress ▾
5	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	State Lands	Existing Staff Ti... ▾	Ongoing ▾	In Progress ▾
6	6.1.1: Identify signage and outreach needs	State Lands	Existing Staff Ti... ▾	Year ▾	In Progress ▾
6	6.1.2: Clarify administrative rules related to public uses	State Lands	Existing Staff Ti... ▾	Year ▾	In Progress ▾
6	6.1.3: Collaborate with partners to improve or provide resources such as maps or educational information and make it accessible to the public	State Lands	Existing Staff Ti... ▾	Ongoing ▾	In Progress ▾
6	6.2.1: Formulate and implement law enforcement plans	State Lands	Existing Staff Ti... ▾	Year ▾	In Progress ▾
6	6.2.2: Enter into agreements with internal and external agencies	State Lands	Existing Staff Ti... ▾	Ongoing ▾	In Progress ▾
6	6.3.1: Identify areas where access is needed or improvements to access are necessary	State Lands	Existing Staff Ti... ▾	Ongoing ▾	In Progress ▾
6	6.3.2: Identify and pursue funding opportunities and partnerships for access improvements	State Lands	Existing staff, A... ▾	Ongoing ▾	Complete ▾
6	6.4.1: Encourage and/or replicate natural hydrologic conditions when possible	State Lands	Existing staff, A... ▾	Ongoing ▾	In Progress ▾
6	6.4.2: Identify opportunities to establish and/or maintain appropriate habitat types	State Lands	Existing Staff Ti... ▾	Ongoing ▾	In Progress ▾
6	6.4.3: Execute early invasive vegetation detection, prioritization and rapid response	State Lands	Existing Staff Ti... ▾	Ongoing ▾	In Progress ▾

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 10 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

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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

Goal 3: Provide comprehensive data, information and scientific emergency response to reduce Utah's economic, property and life-safety risk from geologic hazards.

Objective 3.1: Create comprehensive geologic hazard maps covering key developing areas of the Wasatch Front and other areas

> **Strategy 3.1.1:** Maintain and enhance professional staff geoscientific skill sets relating to constructing easily accessible digital geologic hazard maps and data

> **Strategy 3.1.2:** Refine applied scientific workflows as new methods and processes become available

Objective 3.2: Provide data and technical assistance to promote effective geologic hazards research and mitigation

> **Strategy 3.2.1:** Substantially complete the Utah Aerial Imagery Database by the end of 2025

> **Strategy 3.2.2:** 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 3.2.3:** Continue technical outreach to local governments on geologic hazards, data availability, hazard ordinances and related topics

Objective 3.3: Implement an Earthquake Early Warning system in Utah

> **Strategy 3.3.1:** Seek funding to build out, update and implement the necessary technology and hardware

> **Strategy 3.3.2:** Work closely with the University of Utah Seismograph Stations and the division of Emergency Management

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: Public Lands

Goal 1: Promote, conserve and inform the public of Utah's unique paleontological resources

> **Objective 1.1:** Create and maintain paleontological databases and create paleontological publications that represent the highest current geoscientific standards, methods and knowledge for a range of paleontological resources and constituents in Utah

> > **Strategy 1.1.1:** Modernize and enhance the existing paleontological resource database to include the best available paleontological resources

> > **Strategy 1.1.2:** Hire, retain and facilitate professional growth of paleontological staff that are experts in vertebrate and invertebrate fossils

Objective 1.2: Prepare and curate the fossils in the "Utahraptor Megablock"

Strategy 1.2.1: Find a reliable source of funding to complete the work

Strategy 1.2.2: Hire a curator who is an expert in the preparation and curation of vertebrate fossils

Performance Measurements

1. Successful succession planning and efforts (including hiring to replace three primary paleontology staff who are within three years of retirement).
2. Sufficient funding from the Legislature or other sources to complete the preparation and curation of the "megablock"

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

UGS Ongoing Work Plan

Goal	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
1	Conduct research on Utah's energy & mineral resources & responsible development, obtain federal grants, and publish scientific reports.	Energy & Minerals Program	Existing budget ▾	Ongoing ▾	In Progress ▾
2	Conduct GIS-based geologic mapping across the State and publish geologic maps and reports to support the resource and development needs of Utah; study, promote, and conserve Utah's paleontologic resources.	Geologic Mapping Program	Existing budget ▾	Ongoing ▾	In Progress ▾
3	Provide comprehensive geologic hazards mapping and data to increase Utah's resilience to geologic hazards, including supporting emergency response planning and response, and outreach to support local government hazards management. Secure funding to implement an Earthquake Early Warning system in Utah.	Geologic Hazards Program	Existing budget ▾	Ongoing ▾	In Progress ▾
4	Maintain, expand and streamline groundwater & wetlands monitoring networks to support scientifically informed decision-making; quantify groundwater & wetlands resources & functionality; monitor, study & provide water quality assessment data & issues; expand availability of data; and support development of Great Salt Lake Basin Integrated Plan.	Groundwater & Wetlands Program	Existing budget ▾	Ongoing ▾	In Progress ▾
5	Create, analyze and prepare GIS geospatial data to enable data-driven understanding and informed decision-making regarding Utah's geology, and resources.	Multiple Programs	Existing budget ▾	Ongoing ▾	In Progress ▾
6	Develop, digitize and deliver UGS data (including maps, reports and apps) to industry, agencies and other users through interactive website interfaces; maintain UGS website with up-to-date scientific and public-friendly information; integrate AI into UGS website and workflows.	Data Management Program	Existing budget ▾	Ongoing ▾	In Progress ▾
7	Actively provide information about geosciences to the public, K-12 programs, etc through accessible and engaging scientific content, media, and track usage and engagement.	Geologic Information and Outreach Program	Existing budget ▾	Ongoing ▾	In Progress ▾
8	Do advanced research on critical minerals in Utah. A project request from the legislature during the 2024 session. $400 K appropriated for a 3 yr project.	Energy and Minerals Program - Stephanie Mills	FY25 RFA ▾	Other ▾	In Progress ▾

Situation Analysis

The 2024 legislative session saw the passage of HB 469: Department of Natural Resources Law Enforcement Amendments, sponsored by Rep. Ryan Wilcox. This legislation created the DNR Division of Law Enforcement (DLE) and brought about a long-awaited paradigm shift in the delivery of law enforcement services at the Department of Natural Resources.

The creation of the DLE combines the four formerly disparate programs (FFSL, DWR, DOR, Parks) into a new division with a linear organizational structure and a unified mission. This will facilitate law enforcement service delivery in a manner that is more effective and efficient and more consistent with evolving public expectations of sworn public servants tasked with protecting Utah's treasured cultural, natural and recreational resources.

With an effective date of Jan. 1, 2025, FY25 will be dedicated to defining organizational priorities, aligning programs and personnel under a unified mission, securing access to necessary infrastructure and building the foundation upon which DLE will serve our stakeholders, building trust and facilitating the success of our dedicated public servants.

Goals & Objectives

Theme: Service

Goal 1: Unify, align and create clarity of purpose.

> **Objective 1.1:** Unify and align formerly disparate enforcement programs and staff
>
> > **Strategy 1.1.1:** Develop and clearly communicate the division's mission, vision, standards and values
> >
> > **Strategy 1.1.2:** Prioritize two-way, intra-divisional communication to ensure DLE efforts align with resource and recreational management division priorities
> >
> > **Strategy 1.1.3:** Ensure organizational-level decisions align with law enforcement agency accreditation standards and industry-accepted best practices
> >
> > **Strategy 1.1.4:** Implement new, update or rescind existing policies, procedures and programs to ensure alignment with evolving standards and industry best practices
>
> **Objective 1.2:** Define success
>
> > **Strategy 1.2.1:** Develop attainable employee goals and performance standards
> >
> > **Strategy 1.2.2:** Create performance management contracts that clearly define responsibilities and delegate appropriate and consistent decision-making authorities to each level of rank

Performance Measurements
1. Percentage of command-level positions identified and staffed by Nov. 1, 2024
2. Percentage of sworn DLE positions with Performance Management Contract templates created and finalized
3. Percentage of high-liability policy documents updated and implemented
4. Meet with county sheriffs and create tailored annual coordination plans

Theme: Service

Goal 2: Evaluate organizational capacity, specifically available resources, infrastructure, and employee knowledge and skills.

> **Objective 2.1:** Evaluate and scale organizational capacity

Strategy 2.1.1: Evaluate officer deployment model, staffing needs and opportunities to improve employee retention

Strategy 2.1.2: Evaluate and implement geographically defined organizational work units and secure access to necessary infrastructure/facilities in each

Strategy 2.1.3: Facilitate law enforcement leadership training opportunities for supervisory staff and cross-sectional training for operational staff

Strategy 2.1.4: Acquire and deploy records management system (RMS), time accounting and budget tracking (Daylog) software that will allow DLE leadership to make data-driven resource allocation and deployment decisions

Objective 2.2: Critically evaluate historical business practices and adapt where possible to improve capacity

Strategy 2.2.1: Cut unnecessary or streamline duplicative administrative processes

Strategy 2.2.2: Evaluate traditional work efforts/priorities and determine their validity

Strategy 2.2.3: Ensure work is completed at the appropriate organizational level

Performance Measurements
1. Percentage of sworn staff that has completed DLE-identified training to enhance skill sets
2. Percentage completion of RMS and Daylog procurement and implementation projects
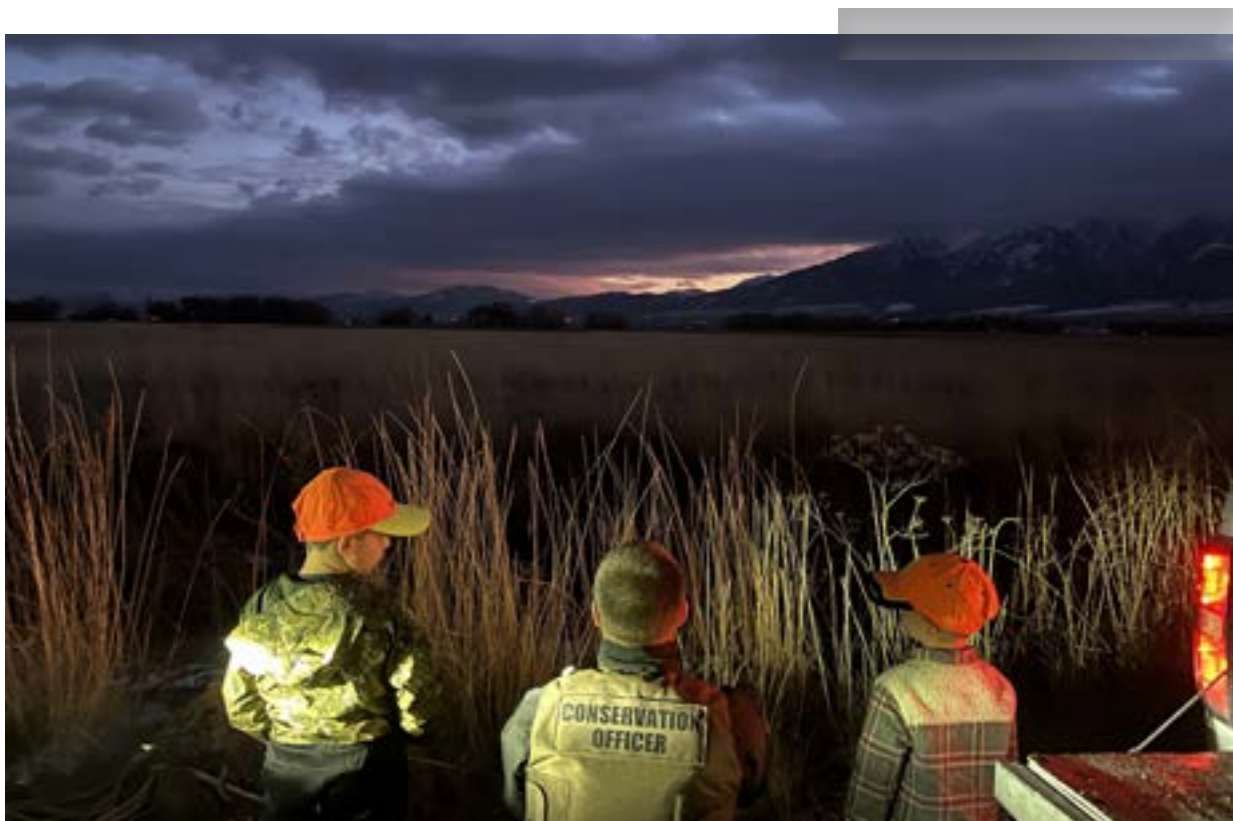
DLE Ongoing Work Plan

Goal #	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
1	Develop and clearly communicate the division's mission, vision, standards and values	Director, DLE	Existing Staff Time ▾	Year ▾	In Progress ▾
1	Prioritize two-way, intra-divisional communication to ensure DLE efforts align with resource and recreational management division priorities	Director, DLE	Existing Staff Time ▾	Ongoing ▾	In Progress ▾
1	Ensure organizational-level decisions align with law enforcement agency accreditation standards and industry-accepted best practices	Deputy Director, DLE	FY26RFA ▾	Ongoing ▾	In Progress ▾
1	Implement new, update or rescind existing policies, procedures and programs to ensure alignment with evolving standards and industry best practices	Deputy Director, DLE	Existing budget ▾	Ongoing ▾	In Progress ▾
1	Develop attainable employee goals and performance standards	Major, DLE	Existing Staff Time ▾	6 Months ▾	In Progress ▾
1	Create performance management contracts that clearly define responsibilities and delegate appropriate and consistent decision-making authorities to each level of rank	Major, DLE	Existing Staff Time ▾	Other ▾	In Progress ▾
2	Evaluate officer deployment model, staffing needs opportunities to improve employee retention	Deputy Director, DLE	FY26RFA ▾	Ongoing ▾	In Progress ▾
2	Evaluate and implement geographically defined organizational work units and secure access to necessary infrastructure/facilities in each	Major, DLE	Existing Staff Time ▾	6 Months ▾	In Progress ▾
2	Facilitate law enforcement leadership training opportunities for supervisory staff and cross-sectional training for operational staff	Major, DLE	Existing budget ▾	Year ▾	In Progress ▾
2	Acquire and deploy records management system (RMS), time accounting and budget tracking (Daylog) software that will allow DLE leadership to make data-driven resource allocation and deployment decisions	Major, DLE	Existing budget ▾	Year ▾	In Progress ▾
2	Cut unnecessary or streamline duplicative administrative processes	Major, DLE	Existing Staff Time ▾	Year ▾	In Progress ▾
2	Evaluate traditional work efforts/priorities and determine their validity	Major, DLE	Existing Staff Time ▾	Year ▾	In Progress ▾
2	Ensure work is completed at the appropriate organizational level	Deputy Director, DLE	FY26RFA ▾	Ongoing ▾	In Progress ▾

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 – and the need for more data centers due to technological advancements in computing and artificial intelligence. This additional strain on energy demand means Utahns need even more energy generation assets. 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 at risk of going offline with no adequate replacements planned, creating supply shortfalls.

In order for Utah to maintain its affordable, reliable and sustainable energy, 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.

Goals & Objectives

Theme: Energy

Goal 1: Provide stronger strategic direction in Utah's energy plan.

> **Objective 1.1:** Create specific, measurable goals in the state energy plan that provide guidelines on how and when the state can both expand and improve its energy sector
>
> > **Strategy 1.1.1:** Hire the data scientist given to our office in HB 48
> >
> > **Strategy 1.1.2:** Build and secure the modeling software
> >
> > **Strategy 1.1.3:** Based on the research, modeling, and information collected, establish specific developmental goals to include in the state energy plan

Performance Measurements
1. Whether or not the data scientist was hired
2. Identifying what data and research need to be collected
3. Determine a timeline for when the information can be collected and analyzed
4. What specific goals were established in the state energy plan

Theme: Energy

Goal 2: Position Utah as an energy and minerals policy leader nationally.

> **Objective 2.1:** Determine what updates 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 2.1.1:** Provide the Legislature with policy recommendations based on standards and results from modeling software
> >
> > **Strategy 2.1.2:** Ensure programs in the office align with and strengthen the state's energy policy

Performance Measurements
1. What policy recommendations have been delivered to the Legislature as a result of this work
2. Use a matrix to determine what percentage of programs align with the energy policy

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OED Ongoing Work Plan

Goal #	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
1	Hire the data scientist given to our office in HB 48	D1	Existing Staff Time ▾	Other ▾	Not Started ▾
1	Build and secure the modeling software	D1	Existing budget ▾	6 Months ▾	In Progress ▾
1	Based on the research, modeling, and information collected, establish specific developmental goals to include in the state energy plan	D1, DA, Director	Existing Staff Time ▾	6 Months ▾	Not Started ▾
2	Provide the Legislature with policy recommendations based on standards and results from modeling software	Director	Existing Staff Time ▾	Ongoing ▾	Not Started ▾
2	Ensure programs in the office align with and strengthen the state's energy policy	DA	Existing Staff Time ▾	Ongoing ▾	In Progress ▾

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. To achieve its mission, the division has established the following goals:

1. Foster an internal office culture that values growth, professional development and offers fair compensation to all employees.

2. Develop and implement a comprehensive financial management plan to ensure economic sustainability.

3. Provide employees with up-to-date technology and tools that enhance their efficiency and effectiveness in fulfilling their daily workload.

4. Ensure compliance with current industry standards and maintain up-to-date regulations that reflect the latest industry practices and legal requirements.

By fulfilling these goals, the division can 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: Create and promote an internal office culture that values growth, professional development and offers fair compensation to all employees.

> **Objective 1.1:** Establish a compensation system that is fair and consistent
>
> > **Strategy 1.1.1:** Implement a regular pay review process every three years for all employees, including a standard percentage increase plus an additional percentage based on job performance
>
> **Objective 1.2:** Establish and implement a cross-training program that enables staff to develop a broader range of skills, improves operational flexibility, and increases productivity
>
> > **Strategy 1.2.1:** Develop and document standard operating procedures for all critical positional processes to ensure consistency and efficiency
> >
> > **Strategy 1.2.2:** Regularly review and update standardized workflows to reflect division needs or best practice changes
>
> **Objective 1.3:** Develop and implement a comprehensive employee compensation and incentive program that attracts potential hires and encourages current employees to stay employed with the division
>
> > **Strategy 1.3.1:** Offer employee development and training opportunities to support professional growth
> >
> > **Strategy 1.3.2:** Provide flexible work arrangements such as telecommuting
> >
> > **Strategy 1.3.3:** Create a positive work culture that values and prioritizes employee well-being, work-life balance, diversity and inclusion
> >
> > **Strategy 1.3.4:** Align employee compensation with their workload and responsibilities to promote fairness and motivation
>
> **Objective 1.4:** Create appropriate performance measurements to build a positive office culture
>
> > **Strategy 1.4.1:** Set clear performance goals that align with the division's mission and values so employees understand what is expected of them and what they need to achieve to contribute to the division's success
> >
> > **Strategy 1.4.2:** Involve employees in the creation process to ensure measurements are fair, realistic and achievable
> >
> > **Strategy 1.4.3:** Provide regular feedback to employees about their performance so they can understand if they are being successful, where they can improve, and will allow them to feel valued and supported
> >
> > **Strategy 1.4.4:** Recognize and reward good performance with monetary incentive awards and share successes with the entire staff

Strategy 1.4.5: Continuously review and improve performance measurements to ensure they remain relevant and effective in promoting a positive culture

Objective 1.5: Create a culture of recognition where employees feel valued and motivated

Strategy 1.5.1: Communicate to employees what behaviors and achievements are expected of them

Strategy 1.5.2: Recognize both minor and significant achievements. Small gestures of recognition, such as a thank you or verbal acknowledgment and more considerable achievements through rewards and recognition

Strategy 1.5.3: Make recognitions public through division announcements (staff meetings or weekly emails), including disseminating the monthly DNR employee nominations

Strategy 1.5.4: Encourage peer-to-peer recognition to help build a sense of teamwork and collaboration

Strategy 1.5.5: Foster an inclusive and supportive environment for new employees, ensuring they feel welcomed and confident in understanding the essentials of their role

Strategy 1.5.6: Develop a comprehensive orientation packet for new employees, encompassing essential information on their role as state workers, DNR employees and OGM employees

Strategy 1.5.7: Design a structured four-week orientation program to provide comprehensive cross-training across our five distinct programs

Performance Measurements
1. Percentage increase in salary for all employees based on regular pay review process every three years, plus an additional percentage based on job performance
2. Percentage of standardized workflows reviewed and updated within the fiscal year
3. Number of employee development and training opportunities provided within the fiscal year
4. Employee satisfaction rate with the work culture based on regular DNR surveys
5. Number of public recognitions made through division-wide announcements

Theme: Energy & Minerals

Goal 2: To ensure long-term financial sustainability, the division will develop and implement a comprehensive financial management plan with clear performance targets.

Objective 2.1: To accurately predict financial performance and make informed decisions based on those predictions

Strategy 2.1.1: Collect and analyze historical financial data to identify trends and patterns that can inform future forecasts

Strategy 2.1.2: Conduct regular market research to stay up-to-date on industry trends and economic conditions that may impact financial performance

Strategy 2.1.3: Review and update financial forecasts regularly to ensure they remain accurate and relevant and adjust division operations as needed

Strategy 2.1.4: Conduct monthly financial meetings with the financial manager, division director and deputy directors

Strategy 2.1.5: Develop a five-year holistic financial plan for the division, including legislative proposals, industry engagement, and environmental protection with the goal to sustain our ability to fulfill the mission of the division

Objective 2.2: To ensure the accuracy and completeness of financial statements and compliance with regulatory requirements through regular accounting reviews

Strategy 2.2.1: Conduct regular internal audits of financial statements to identify any errors, omissions, or areas of noncompliance

Strategy 2.2.2: Conduct regular risk assessments to identify potential areas of weakness in accounting processes and implement appropriate controls to mitigate those risk

Objective 2.3: To secure funding for the Abandoned Mine Program through the Infrastructure Investment and Jobs Act bill to support the program's projects and objectives

Strategy 2.3.1: Develop a compelling grant proposal outlining the program's goals, objectives and activities

Strategy 2.3.2: Ensure the grant proposal is submitted on time with complete documentation

Objective 2.4: To secure funding for the Orphan Well program through the Infrastructure Investment and Jobs Act bill to support the program's projects and objectives

Strategy 2.4.1: Develop a compelling grant proposal outlining the program's goals, objectives and activities

Strategy 2.4.2: 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 3: Improve operational efficiency and effectiveness by providing employees with up-to-date technology and tools that support their work.

Objective 3.1: To create a technology plan that aligns with the division's goals and objectives, increases productivity and reduces costs

Strategy 3.1.1: Conduct a comprehensive technology needs assessment to identify gaps and opportunities for improvement

Strategy 3.1.2: Prioritize technology initiatives based on their potential impact on employee productivity and organizational performance

Strategy 3.1.3: Develop a technology plan with clear objectives, timelines, budgets and performance metrics that support the division's goals and objectives

Strategy 3.1.4: Regularly monitor and evaluate the effectiveness of the technology plan, making adjustments as needed based on feedback and changing circumstances

Strategy 3.1.5: 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 3.2: To provide employees with the necessary training and support to effectively use technology and tools to perform their duties

Strategy 3.2.1: Develop and deliver comprehensive training programs that are tailored to the specific needs of employees and programs

Strategy 3.2.2: Provide ongoing support and resources to employees to enhance their technology skills and troubleshoot problems

Strategy 3.2.3: Evaluate the effectiveness of training and support programs to ensure they meet the needs of 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 4: To ensure compliance and alignment with current industry standards and establish and maintain up-to-date regulations that reflect the latest industry practices and legal requirements.

Objective 4.1: To 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 4.1.1: Collaborate internally to develop an initial draft

Strategy 4.1.2: Disseminate the draft to external stakeholders and schedule a meeting to gather and discuss feedback

Strategy 4.1.3: Conduct a thorough review of the feedback received, make appropriate revisions and circulate the updated document to stakeholders

Strategy 4.1.4: Continue the collaborative review process, thoughtfully consider feedback and make necessary edits and revisions until the rule achieves consensus among all stakeholders

Strategy 4.1.5: After obtaining consensus from all participating stakeholders, the division will propose the rule to the board for review and seek authorization to initiate the formal rulemaking process

Objective 4.2: To comply with board directives, the Minerals Program will collaborate with internal and external stakeholders to update its Mineral Mine Suspension rule

>   **Strategy 4.2.1:** Collaborate internally to develop an initial draft rule

>   **Strategy 4.2.2:** Disseminate to external stakeholders and schedule a meeting to discuss feedback

>   **Strategy 4.2.3:** Conduct a thorough review of the feedback received, make appropriate revisions and circulate the updated document to stakeholders

>   **Strategy 4.2.4:** Continue the collaborative review process, thoughtfully consider feedback and make necessary edits and revisions until the rule achieves consensus among all stakeholders

>   **Strategy 4.2.5:** After obtaining consensus from all participating stakeholders, the division will propose the rule to the board for review and seek authorization to initiate the formal rulemaking process

Objective 4.3: Secure primacy authority from the Environmental Protection Agency (EPA) to administer the Class VI Carbon Sequestration program

>   **Strategy 4.3.1:** Arrange a meeting with representatives from the Environmental Protection Agency to gain insight into the process for obtaining primacy authority

>   **Strategy 4.3.2:** Use EPA's current guidelines to develop draft rules

Objective 4.4: Engage in targeted legislative outreach efforts prioritizing relationship-building and increasing awareness of the division's responsibilities and goals

>   **Strategy 4.4.1:** Coordinate field tours to sites under the division's regulatory oversight to highlight key issues at each location and facilitate discussions, allowing legislators and elected officials to see firsthand how the division operates and gain a deeper understanding of OGM's regulatory authority

>   **Strategy 4.4.2:** Arrange and facilitate quarterly Uinta 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 4.4.3:** Arrange and facilitate quarterly Carbon/Emery Collaborative meetings with sister agencies and industry professionals to exchange best practices, discuss changes in the industry and provide information on relevant topics

Objective 4.5: To comply with legislative directives, the Oil and Gas Program will collaborate with internal and external stakeholders to update its Waste Management and Recycle rule

>   **Strategy 4.5.1:** Collaborate internally to develop an initial draft rule
>   **Strategy 4.5.2:** Disseminate to external stakeholders and schedule a meeting to gather and discuss feedback

>   **Strategy 4.5.3:** Conduct a thorough review of the feedback received, make appropriate revisions and circulate the updated document to stakeholders

Strategy 4.5.4: Continue the collaborative review process, thoughtfully consider feedback and make necessary edits and revisions until the rule achieves consensus among all stakeholders

Strategy 4.5.5: After obtaining consensus from all participating stakeholders, the division will propose the rule to the board for review and seek authorization to initiate the formal rulemaking process

Objective 4.6: 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 4.6.1: Collaborate internally to develop an initial draft rule

Strategy 4.6.2: Disseminate to external stakeholders and schedule a meeting to discuss feedback

Strategy 4.6.3: Conduct a thorough review of the feedback received, make appropriate revisions and circulate the updated document to stakeholders

Strategy 4.6.4: Continue the collaborative review process, thoughtfully consider feedback, and make necessary edits and revisions until the rule achieves consensus among all stakeholders

Strategy 4.6.5: After obtaining consensus from all participating stakeholders, the division will propose the rule to the board for review and seek authorization to initiate the formal rulemaking process

Objective 4.7: To comply with legislative directives, the Oil and Gas program will collaborate with internal and external stakeholders to implement a Pollution Control Facility Tax Certification Program

Strategy 4.7.1: Collaborate internally to develop an initial draft rule

Strategy 4.7.2: Disseminate to external stakeholders and schedule a meeting to discuss feedback

Strategy 4.7.3: Conduct a thorough review of the feedback received, make appropriate revisions and circulate the updated document to stakeholders

Strategy 4.7.4: Continue the collaborative review process, thoughtfully consider feedback and make necessary edits and revisions until the rule achieves consensus among all stakeholders

Strategy 4.7.5: After obtaining consensus from all participating stakeholders, the division will propose the rule to the board for review and seek authorization to initiate the formal rulemaking process

Objective 4.8: Explore options and develop rule language that enables the division to offer long-term bonding solutions to operators

Strategy 4.8.1: Collaborate internally to develop an initial draft rule

Strategy 4.8.2: Disseminate to external stakeholders and schedule a meeting to discuss feedback

Strategy 4.8.3: Conduct a thorough review of the feedback received, make appropriate revisions and circulate the updated document to stakeholders

Strategy 4.8.4: Continue the collaborative review process, thoughtfully consider feedback and make necessary edits and revisions until the rule achieves consensus among all stakeholders

Strategy 4.8.5: After obtaining consensus from all participating stakeholders, the division will propose the rule to the board for review and seek authorization to initiate the formal rulemaking process

Objective 4.9: 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 4.9.1: Maintain an active awareness of legislative updates, board decisions and regulatory changes

    Strategy 4.9.2: Develop clear and actionable plans to address the directives directly. Assign responsibilities, set timelines and allocate resources accordingly

    Strategy 4.9.3: Maintain open and transparent communication channels with employees, teams and relevant stakeholders. Provide legislative or board directives updates, share progress and seek feedback to ensure a collective understanding and commitment to the necessary adaptations

Objective 4.10: Enhance the division's operational efficiency in supporting the board's decision-making. Effectively manage the rising workload and increased division staff time by examining alternative approaches and optimizing business processes

    Strategy 4.10.1: Conduct a comprehensive analysis by thoroughly examining the current business processes, workload distribution and staff time allocation, and identifying pain points, bottlenecks and areas where improvements can be made

    Strategy 4.10.2: Identify opportunities to automate repetitive tasks through the use of technology or software solutions to reduce the burden on division staff. Simplify and streamline existing processes to eliminate redundant steps and minimize delays, and consider policy modifications to optimize efficiency

    Strategy 4.10.3: Implement a prioritization framework to effectively categorize and assign tasks, considering their urgency and importance, while ensuring dedicated division staff and attorneys are allocated appropriately to handle board matters. By clearly defining roles and responsibilities within the division, we can establish efficient task delegation and foster collaboration, thereby optimizing the management of board-related tasks

    Strategy 4.10.4: Explore the adoption of software tools, applications or platforms specifically designed to improve business processes and workflow management. Consider solutions such as project management software, task tracking systems or collaborative platforms to optimize efficiency

    Strategy 4.10.5: Continuously monitor the effectiveness of implemented strategies and regularly gather feedback from the board and division staff. Assess their impact on workload management and make necessary adjustments to ensure ongoing improvement

Objective 4.11: To ensure compliance with legislative directives, the division will conduct a comprehensive study of critical infrastructure material operations and report findings by November 2024 to the Natural Resources, Agriculture, and Environment Interim Committee

    Strategy 4.11.1: Establish a dedicated team to oversee the study of critical infrastructure materials

    Strategy 4.11.2: Develop a detailed project plan outlining key milestones and deadlines

    Strategy 4.11.3: Explore and select qualified contractors to assist in completing research

Strategy 4.11.4: Gather and analyze data on current operations, identifying strengths and vulnerabilities

Strategy 4.11.5: Collaborate with relevant stakeholders and experts to ensure thorough and accurate reporting

Strategy 4.11.6: Prepare a comprehensive report summarizing the findings and recommendations

Strategy 4.11.7: Present the final report to the Natural Resources, Agriculture, and Environment Interim Committee during the November meeting

Objective 4.12: Evaluate the operational efficiency of the Minerals Program, explore alternative approaches and optimize business processes

Strategy 4.12.1: Conduct a comprehensive assessment of the current operational efficiency of the Minerals Program

Strategy 4.12.2: Identify and analyze key performance metrics and areas for improvement

Strategy 4.12.3: Research and evaluate alternative approaches and best practices in the industry

Strategy 4.12.4: Engage with stakeholders to gather insights and feedback on potential improvements

Strategy 4.12.5: Develop and implement optimized business processes based on findings

Strategy 4.12.6: Monitor and review the effectiveness of implemented changes regularly

Strategy 4.12.7: Report on progress and adjust strategies as necessary to ensure continuous improvement

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

OGM Ongoing Work Plan

Goal	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
1	Develop a comprehensive employee compensation and incentive program	Director, Deputy Directors, Legislative and Planning Coordinator	Existing St… ▾	Year ▾	In Prog… ▾
1	Set clear performance goals that align with the division's mission and values so employees understand what is expected of them.	Program Supervisors	Existing St… ▾	Ongo… ▾	In Prog… ▾
1	Create a culture of recognition where employees feel valued and motivated	Division Director	Existing St… ▾	Ongo… ▾	In Prog… ▾
2	Develop a five-year holistic financial plan, including legislative proposals, industry engagement, and environmental protection with the goal to sustain the mission of the division	Financial Manager, Deputy Directors, Director	Existing St… ▾	Ongo… ▾	In Prog… ▾
3	Create an Oil and Gas technology plan that aligns with the division's goals and objectives, increases productivity, and reduces costs.	Innovation and Technology Manager	FY25 RFA ▾	Ongo… ▾	In Prog… ▾
3	Create a Mining technology plan that aligns with the division's goals and objectives, increases productivity, and reduces costs.	Project and Portfolio Manager	Existing bu… ▾	Ongo… ▾	In Prog… ▾
3	Provide employees with the necessary training and support to effectively use technology and tools to perform their duties	GIS, Project Portfolio, and Innovation & Technology Managers	Existing bu… ▾	Ongo… ▾	In Prog… ▾
4	To 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	Legislative and Planning Coordinator, Oil and Gas Deputy Director	Existing St… ▾	Year ▾	In Prog… ▾
4	To comply with Board and Legislative directives, the Minerals Program will collaborate with internal and external stakeholders to update its Mineral Mine Suspension rule	Legislative and Planning Coordinator, Minerals Program Manager, Assistant Attorney General	Existing St… ▾	Year ▾	In Prog… ▾
4	Secure primacy authority from the Environmental Protection Agency (EPA) to administer the Class VI Carbon Sequestration program	Legislative and Planning Coordinator, UIC Program Manager, Assistant Attorney General	FY24 RFA ▾	Year ▾	In Prog… ▾
4	Engage in targeted legislative outreach efforts prioritizing relationship-building and increasing awareness of the division's responsibilities and goals	Director, Deputy Directors, PIO, Legislative and Planning Coordinator, Financial Manager	Existing bu… ▾	Ongo… ▾	In Prog… ▾
4	To comply with legislative directives, the Oil and Gas program will collaborate with internal and external stakeholders to update its Waste Management and Recycle rule	Oil and Gas Deputy Director, Permit Manager, Legislative and Planning Coordinator	Existing bu… ▾	Year ▾	In Prog… ▾
4	Enhance the division's operational efficiency in supporting the board decision-making, effectively manage the rising workload and increased division staff time by examining alternative approaches and optimizing business processes.	Mining Deputy Director, Environmental Manager	FY24 RFA ▾	Year ▾	In Prog… ▾
	Enhance the Mineral Program's operational efficiency in supporting the board decision-making, effectively manage the rising workload and increased division staff time by examining alternative approaches and optimizing business processes.		FY24 RFA ▾	Month ▾	Not Sta… ▾
4	To comply with legislative directives, the Oil and Gas program will collaborate with internal and external stakeholders to implement a Pollution Control Facility Tax Certification Program.	Innovation and Technology Manager, Legislative and Planning Coordinator	Existing bu… ▾	6 Mo… ▾	In Prog… ▾
4	To ensure compliance with legislative directives, the division will conduct a comprehensive study of critical infrastructure material operations and report findings by November 2024 to the Natural Resources, Agriculture, and Environment Interim Committee.	Mining Deputy Director, Director	FY24 RFA ▾	6 Mo… ▾	In Prog… ▾

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, consultation 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 for amendments to 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 Utah 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 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
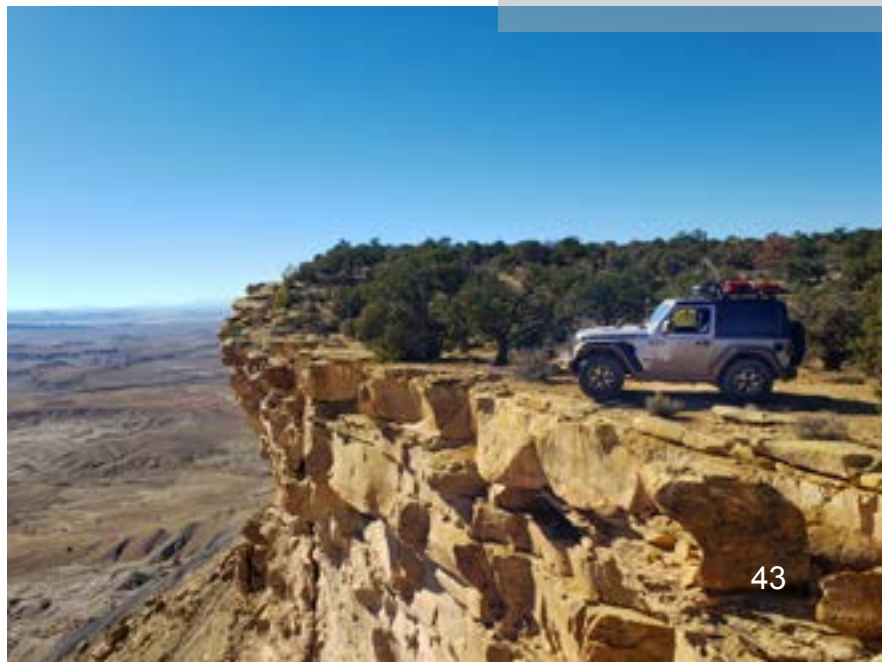
Goal 2: Provide stakeholders with effective communication, education, coordination, support and assistance.

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 coordinate 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 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: Conitinually 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, consultation, and consistency with federal agencies

PLPCO Ongoing Work Plan

Goal	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
1	Advocate for the state of Utah on Public Land Issues. Examples: Policy and litigation efforts.	PLPCO Staff PLPCO Attorneys AG Attorneys	FY26 RFA ▾	Ongoing ▾	In Progress ▾
1	Collect accurate data and monitor the current conditions on Utah's public lands, roads, and other resources. Examples: Access Map 360; site-specific research projects; and, R.S. 2477 depositions.	GIS Team PLPCO Attorneys AG Attorneys	Existing budget ▾	Ongoing ▾	In Progress ▾
1	Initiatives and Engagement. Examples: land trades; support WRI and Shared Stewardship; PILT; and, the RDCC.	PLPCO Staff AG Attorneys State Agencies	FY26 RFA ▾	Ongoing ▾	In Progress ▾
1	Support the state and counties in the management of public land resources. Examples: State and country resource management plans.	Planning Program Manager State Agencies County Staff	Existing budget ▾	Ongoing ▾	In Progress ▾
1	Facilitate the preservation of archaeological resources on public lands. Examples: Issuing permits; Section 106; and, hosting the annual consultants meeting.	Archeology Program Manager State Agencies Industry	Existing budget ▾	Ongoing ▾	In Progress ▾
1	Promote information tools for users of Utah's Public Lands. Examples: Access Map 360; comment letter generator; websites; and, social media platforms.	PLPCO Staff AG Staff State Agencies Contractors	Existing budget ▾	Ongoing ▾	In Progress ▾
2	Develop and maintain key relationships with public land stakeholders. Examples: Work with federal land management agencies, state agencies, local governments, tribal nations, industry representatives, non-governmental organizations, universities, and the media.	PLPCO Director Other PLPCO Staff AG Staff	Existing budget ▾	Ongoing ▾	In Progress ▾
2	Engage in outreach efforts to promote Utah's public lands priorities. Examples: Present at events, conferences, and expositions; and, public education campaigns.	PLPCO Staff AG Staff	FY26 RFA ▾	Ongoing ▾	In Progress ▾

RECREATION

Situation Analysis

The rapid growth of recreational use in Utah over the past few years has resulted in the overuse of trails and other outdoor recreation infrastructure, leading to a host of negative consequences for both the land and those who recreate on it. Numerous trails exist on all land jurisdictions that are unsafe and sometimes 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 engaging 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 demands caused by both resident and non-resident tourists. Many rural communities need help paying for their emergency medical services and other public safety programs. Natural Resources Officers are committed to helping provide safe recreation and reducing the search and rescue burden on counties; our division is committed to providing productive and hands-on

training for Natural Resources Officers and local law enforcement, as well as safe, effective, and well-maintained equipment for DNR Law Enforcement.

The benefits of outdoor recreation should be available and propagated to youth, especially those who are at risk. We're committed to extending the physical, emotional and social benefits of outdoor recreation to as many people as we can.

A strategic approach is needed to build outdoor recreation infrastructure and programs to accommodate Utah's projected population growth. With increased residents, visitors and more spaces becoming recreation destinations, keeping the public informed and maintaining public safety while protecting the landscapes that attract people here will be an ongoing challenge.

Research shows time outdoors improves physical and mental health. The Division of Outdoor Recreation has unique opportunities to support communities, including those with chronic disease, addiction, and mental health challenges. The Outdoor Adventure Commission's strategic plan highlights that "active, nature-based lifestyles reduce healthcare costs," promoting well-being and community health.

Goals & Objectives

Theme: Recreation

Goal 1: Utahns and visitors are educated and prepared to keep themselves and others safe while recreating outdoors.

> **Objective 1.1:** 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 1.1.1:** DOR's Boating and Off-Highway Vehicle Programs will consult and coordinate with the Division of Law Enforcement to identify outdoor recreation hotspots that have law enforcement gaps in order to provide information and data needed to hire additional Natural Resources Officers to educate the public and enforce important safety laws
> >
> > **Strategy 1.1.2:** Provide OHV, Snowmobile and Boating Training to other local, county, state and federal agencies
>
> **Objective 1.2:** Prepare recreators to be safe and self-sufficient
>
> > **Strategy 1.2.1:** 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 1.3:** Increase outdoor safety and decrease drownings, accidents and deaths.

Strategy 1.3.1: Support the State's first Boating & OHV dedicated Education Specialists to determine testing and education gaps and needs and create diverse and interactive learning opportunities

Strategy 1.3.2: Create an affordable, educational and interactive platform for youth users to take required courses (including personal watercraft and youth off-highway vehicles)

Objective 1.4: Study recreation hotspot locations that need additional education and law enforcement

Strategy 1.4.1: Use data from the Outdoor Adventure Commission, GIS data and counties 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. Regional (outdoor recreation hotspots) visitation data as part of partnerships with other state agencies, such as the Utah Office of Tourism
4. Amount (examples: numbers of classes provided, hours of in-person instruction, completion certificates issued for online courses) of education provided

Theme: Recreation

Goal 2: Encourage Utahns and visitors to take ownership of stewardship and responsible use.

Objective 2.1: Provide funding and staff hours to ensure well-built and well-maintained outdoor recreation infrastructure and designated trails, especially in outdoor recreation hotspots

Strategy 2.1.1: Host the first season of our larger, regionally-based Trail Crew

Strategy 2.1.2: DOR's Boating and Off-Highway Vehicle Programs will consult and coordinate with the Division of Law Enforcement to identify outdoor recreation hotspots that have law enforcement gaps in order to provide information and data needed to hire additional Natural Resources Officers to educate the public and enforce important safety laws

Strategy 2.1.3: 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 2.2: 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 2.2.1:** 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 2.2.2:** Include stewardship messaging as part of education opportunities provided by the Education Specialist, Boating and Off-Highway Vehicle Programs, and Natural Resources Officers

Performance Measurements
1. Reportable measurements from all entities we give grant funding and technical assistance to
2. Impressions and data from messaging and partner campaigns
3. Student research about the effectiveness of campaigns and/or behavior change

Theme: Recreation

Goal 3: Establish the Division of Outdoor Recreation as a statewide authority for all things outdoor recreation.

> **Objective 3.1:** Become the recognized authority on outdoor recreation

> **Strategy 3.1.1:** Understand the full picture of outdoor recreation in Utah – now and for the future – by making strategic investments in comprehensive data collection

> **Strategy 3.1.2:** 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 3.1.3:** Bolster legitimacy with recreation enthusiasts and community groups through contacts with our employees in the field, especially Natural Resources Officers and Trail Crew employees

> **Strategy 3.1.4:** Send regular press releases about the division's work and significant milestones in Utah's outdoor recreation community

> **Strategy 3.1.5:** Continue to build our brand awareness as our division grows and matures

> **Strategy 3.1.6:** Help outside of our "box" and provide the best service to recreators in Utah

Objective 3.2: Work with the press and influential user groups to increase awareness of our division and our work

Strategy 3.2.1: Continuously build relationships with members of the press

Strategy 3.2.2: Audit news stories to discover when there are news stories about outdoor recreation and 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 3.3: 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 3.3.1: Make daily connections in the field with outdoor recreation users or groups, especially from our Trail Crew and Natural Resources Officers who enforce boating and off-highway vehicle codes

Objective 3.4: Become the information hub on outdoor recreation

Strategy 3.4.1: Hire a GIS specialist to gather and articulate quality data and the return on investment of state dollars

Objectives 3.5: Earn a reputation for being a "low red tape" division and be recklessly good with our constituent service

Strategy 3.5.1: Regularly ask "why?" a policy or procedure exists, if it's necessary, and are there less intrusive or burdensome ways to do things

Strategy 3.5.2: 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 Meaurements
1. Public-facing surveys using Qualtrics, web analytics, data and measurement from contracted communications vendors
2. Monitor social media sentiment

Theme: Recreation

Goal 4: Complete work on the outdoor recreation needs statewide.

Objective 4.1: Complete all Statewide Outdoor Recreation strategic plans. Implement the work to address the statewide needs

Strategy 4.1.1: Complete the Statewide Comprehensive Outdoor Recreation Plan, as part of the Land and Water Conservation Fund

Strategy 4.1.2: Understand the full picture of outdoor recreation in Utah – now and for the future – by making strategic investments in comprehensive data collection

Objective 4.2: Build Cardinal Directions from the Outdoor Adventure Commission's strategic outdoor recreation plan into our daily work

Strategy 4.2.1: Build and support collaborative processes

Strategy 4.2.2: Improve awareness and education about safe and responsible recreation

Strategy 4.2.3: Increase access to outdoor recreation while protecting natural and scenic landscapes

Strategy 4.2.4: Increase the economic and health benefits generated by outdoor recreation

Strategy 4.2.5: Complete the Statewide Comprehensive Outdoor Recreation Plan (SCORP) as part of the Land and Water Conservation Fund

Objective 4.3: Establish efficient processes for funding and completing outdoor recreation infrastructure projects

Strategy 4.3.1: Build a Statewide Regional Trail Crew to ensure the investments into Utah's outdoor recreation infrastructure grants are well-maintained

Strategy 4.3.2: Continue stewarding public investments into outdoor recreation by administering nearly a dozen grants

Objective 4.4: Develop programs around enforcement and education for Natural Resources Officers and trail systems and waterways

Strategy 4.4.1: The Education Specialist in the division will work with Natural Resources Officers and Program Managers to determine what the next needs are

Objective 4.5: Provide necessary assets and buildings for employees in the field (Natural Resources Officers, maintenance shop employees, and Trail Crew)

Strategy 4.5.1: Support Natural Resources Officers by purchasing, fixing, inspecting, equipping and maintaining a fleet of snowmobiles, snowcats, off-highway vehicles and watercraft. This includes long-term planning for fleet updates and replacements to provide safe and operable machines and watercraft to staff in the field

Strategy 4.5.2: Ensure we can preserve and lengthen the lifespan of the equipment used in the field as well as protect the state's assets and investments. This includes ensuring facility needs and operating space needs are met for the storage of OHV and boating assets

Strategy 4.5.3: Support Regional Trail Crew with their fleet and assets by maintaining their equipment and fleet located strategically throughout the state

Strategy 4.5.4: Provide staff with quality buildings for effective and efficient operations – such as a rebuilt Maintenance Shop and snowcat sheds in strategic locations throughout the state – and liveable residences where applicable

Strategy 4.5.5: Provide maintenance to get assets in the best working order or replace fleet and vessels when needed

Performance Meaurements
1. Trail Crew projects completed
2. Amount of preventative maintenance completed on snowmobiles, snowcats, OHVs and watercraft
3. Percent of division assets receiving preventative maintenance

Theme: Recreation

Goal 5: Plan and create Utah's first statewide recreational trails system.

> **Objective 5.1:** 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 a statewide comprehensive trail network for all users (motorized and non-motorized)
>
>> **Strategy 5.1.1:** Strengthen the existing relationships with the trail foundations and clubs throughout the state and find ways to increase their efforts collectively
>>
>> **Strategy 5.1.2:** Coordinate with federal, state and local outdoor recreation programs to solicit interagency cooperation and connectivity between trail systems and communities
>>
>> **Strategy 5.1.3:** Fund efforts to manage the trail system
>>
>> **Strategy 5.1.4:** Develop a classification system for the trail system and establish levels of "information ownership" that DOR asserts
>>
>> **Strategy 5.1.5:** Develop an online space specifically for trail information (GIS, user info, land management rules, permit links, links to system-specific websites and overall trail etiquette) and be the trail information curator for the state
>>
>> **Strategy 5.1.6:** Hire necessary staff to carry this workload and lead the state's trail efforts, likely a GIS Coordinator and program manager
>
> **Objective 5.2:** Host the state's GIS database for trails and outdoor recreation in Utah
>
>> **Strategy 5.2.1:** Maintain statewide recreation asset database
>>
>> **Strategy 5.2.2:** Elevate trails GIS database's importance in land use and transportation planning across the state to encourage long-term public use and access
>>
>> **Strategy 5.2.3:** Utilize the asset database to increase public knowledge of recreation opportunities, safety considerations, and more

Performance Meaurements
1. Trail map views and growth over time
2. Number of participating partners

3. Percentage completion of priority GIS products
4. Percentage of grants awarded to priority trail projects

Theme: Recreation

Goal 6: Develop outdoor recreation industries as a key element of Utah's economy.

Objective 6.1: Enable rural Utah to attract visitors, businesses and new residents while retaining existing residents, businesses and employers

Strategy 6.1.1: Focus on business development and support in rural Utah, especially with guides and outfitters, rental companies and manufacturers

Strategy 6.1.2: Assist small communities to develop outdoor recreation infrastructure as an economic pillar of their community

Strategy 6.1.3: Increase planning services and grants provided by our division

Objective 6.2: Develop Utah's outdoor recreation businesses and business community

Strategy 6.2.1: Formally coordinate with outdoor recreation stakeholders quarterly

Strategy 6.2.2: Provide business and industry training and a platform for business coordination and networking (Outdoor Recreation Summit, Summit Speaker Series and Meetups)

Strategy 6.2.3: Contribute to comprehensive economic development strategies, including business attraction, as well as employee retention for Utah businesses

Performance Meaurements
1. Bringing in more high-quality jobs that are in outdoor recreation or outdoor recreation-adjacent
2. Trends in labor/employment
3. Recreation visitation across the state to encourage long-term public use and access

DOR Ongoing Work Plan

Goal #	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
1	Utahns and visitors are educated and prepared to keep themselves and others safe while recreating outdoors.	Management Team, Communications Team	Existing Staff Time	Ongoing	In Progress
2	Utahns and visitors take ownership of stewardship and responsible use.	Grants Team, Trail Crew Team, Communications	Existing Staff Time	Ongoing	In Progress
3	The Division of Outdoor Recreation is recognized statewide as the authority for all things outdoor recreation.	Operations Team, Planner	Existing Staff Time	Ongoing	In Progress
3	Enhance the division's visibility and positive perception by understanding the full picture of outdoor recreation in Utah through strategic investment in comprehensive data collection, working closely with user groups and the press, always improving constituent service, and providing easily-accessible information, such as maps, and well-maintained infrastructure and trails. Hire a GIS specialist to gather and articulate quality data and the return on investment of state dollars.	Management Team, Operations Team, Trails Team	FY25 RFA	Ongoing	In Progress
4	The Division of Outdoor Recreation will identify, prioritize, and complete work on the outdoor recreation needs statewide.	Boating Program Manager, Shop Manager, Trail Crew Team	FY25 RFA	Ongoing	In Progress
4	Support field employees by providing and maintaining necessary assets and buildings, including fixing, inspecting, equipping, and maintaining a fleet of snowmobiles, snowcats, off-highway vehicles, and watercraft, and providing staff with quality buildings for effective operations and liveable residences where applicable.	Boating Program Manager, Shop Manager, Trail Crew Team	FY24 RFA	Ongoing	In Progress
5	The Division of Outdoor Recreation plans and creates Utah's first statewide recreational trails system.	Trails Team, GIS, Grants Team	FY25 RFA	Ongoing	In Progress
6	Develop outdoor recreation industries as a key element of Utah's economy.	Director, Boating Program Manager, Operations Team	Staff time	Ongoing	In Progress

Situation Analysis

Utah is renowned for its stunning natural beauty, and its parks offer abundant 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 essential to the state not only for their recreational value but also for their role in preserving Utah's unique natural heritage. State parks 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 integral part of the state's identity.

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, the division has established two primary goals: financial self-sufficiency/ facility care and customer service.

Goals & Objectives

Theme: Recreation

Goal 1: Invest in our Utah State Parks 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 Parks' operational expenses and provide for future park improvements 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 and 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 by 5% 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: Service

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

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

Strategy 3.1.1: Identify and supply coaching and mentorship opportunities to Utah State Parks staff to prepare them for the unique needs of their parks and programs

Strategy 3.1.2: Provide up-to-date information about Utah State Parks services, rules and fees to staff so they can address visitors' questions and concerns in a knowledgeable, timely and courteous fashion

Strategy 3.2.2: Empower staff to solve problems at the local/park level. Ensure they show empathy and understanding to our visitors by listening to their ideas and seeking potential solutions

Performance Measurements
1. Track training and provide enhanced coaching and mentorship opportunities as needs are identified
2. Provide staff with easy and intuitive access to training materials, guidelines, forms and other division information

Parks Ongoing Work Plan

Goal #	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
1	Operate as a park system that shares staff and resources among our various parks and programs	Core Leadership Team	Staff time	Ongoing	In Progress
1	Be driven by the principle of financial self-sufficiency and generate enough revenue to cover all our operating expenses	Park Managers	Existing Staff Time	Ongoing	In Progress
1	Proactively look for ways to improve visitor experiences through new development, proper management of resources and providing unique and enjoyable recreational experiences	Core Leadership Team, Construction, & Park Managers	FY25 RFA	Ongoing	In Progress
2	Identify and supply coaching and mentorship opportunities to Utah State Parks staff to prepare them for the unique needs of their parks and programs	Core Leadership Team	Existing budget	Ongoing	In Progress
2	Provide up-to-date information about Utah State Parks services, rules, and fees to staff so they can address visitors' questions and concerns in a knowledgeable, timely and courteous fashion	Core Leadership Team	Staff time	Ongoing	In Progress
2	Empower staff to solve problems at the local/park level. Ensure they show empathy and understanding to our visitors by listening to their ideas and seeking potential solutions	Core Leadership Team &, Park Managers	Staff time	Ongoing	In Progress

Situation Analysis

The Utah Division of Water Resources is a crucial authority for water planning, conservation, development and protection in the state of Utah. 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: Take meaningful steps to ensure a resilient water supply now and into the future.

Objective 1.1: Assist counties and cities in updating their general plans by Dec. 31, 2025

Strategy 1.1.1: Develop a web page dedicated to municipal and county general plans by Aug. 1, 2024

Strategy 1.1.2: Award $500,000 in grant funds to assist cities, counties and water districts in incorporating water into general plans by June 30, 2025

Objective 1.2: Publish the State Water Plan by Dec. 31, 2026

Strategy 1.2.1: Develop a process to engage and work with local watershed councils, water conservancy districts and the Utah Watersheds Council by July 1, 2024

Strategy 1.2.2: Develop a plan outline and identify data gaps and any modeling needs by Aug. 1, 2024

Strategy 1.2.3: Hire two positions for state water planning on or before Aug. 19, 2024

Strategy 1.2.4: Work with cooperating agencies and partners to prepare an internal plan draft by June 30, 2025

Objective 1.3: Develop a Great Salt Lake Basin Integrated Plan (GSLBIP) by Dec. 31, 2026

Strategy 1.3.1: Develop performance measures and planning scenarios for basin-wide water management and begin to evaluate the scenarios and develop a trade-off analysis by June 2025

Strategy 1.3.2: Create or modify hydrologic models for each basin and Great Salt Lake by Dec. 2025

Strategy 1.3.3: Complete eight projects identified in the work plan by December 31, 2026

Strategy 1.3.4: Conduct basin-wide partner engagement through workshops, small technical group meetings, and other strategic communications by December 2026

Strategy 1.3.5: Complete draft of the GSLBIP by Dec. 31, 2026

Objective 1.4: Improve the state water infrastructure and the resiliency of our water supply by Dec. 31, 2026

Strategy 1.4.1: Seek funding to preserve and enhance the state's storage capacity for dam-safety upgrades, identifying sound opportunities for additional reservoir storage, and pursuing aquifer storage and recovery projects and aqueduct resilience projects

Strategy 1.4.2: Complete a study with recommendations of which state water funding sources should be used in the prioritization and consolidation process of the Unified Water Infrastructure Plan (UWIP) by Oct. 31, 2024

Strategy 1.4.3: Complete a study and make recommendations concerning whether to impose a new fee to fund water infrastructure projects identified in the UWIP by Oct. 31, 2025

Strategy 1.4.4: Produce annual report regarding the Agricultural Water Optimization projects and program effectiveness by Oct. 1, 2025

Strategy 1.4.5: Lead the Water Development Coordinating Council in developing and adopting a UWIP by March 1, 2026

Strategy 1.4.6: Complete three projects (analysis on impacts of cloud seeding, evaluate the options of gap-filling radar network in Utah, study the environmental impact on the effects Silver Iodide) by June 30, 2025

Objective 1.5: Achieve the state and regional municipal and industrial water conservation goals by 2030

Strategy 1.5.1: Facilitate the landscape incentives program for the state and district programs. Allocate at least $5 million in funds before Dec. 31, 2026

Strategy 1.5.2: Rebate all appropriated money for the water-saving devices rebates for smart controllers and toilets annually. Add commercial smart controllers and toilet rebates by Dec. 31, 2024

Strategy 1.5.3: Launch a water-saving homes incentive program for new construction depending on legislative appropriation in 2025

Strategy 1.5.4: Launch the new round of transparent water billing applications by July 1, 2024, for the $1 million in additional appropriated funds

Strategy 1.5.5: Integrated Water & Land Planning by coordinating and promoting Utah Growing Water Smart Workshops and assisting cities and counties in incorporating water into their general plan by Dec. 31, 2024

Objective 1.6: Identify the state's water data management and computing resources and develop recommendations by Dec. 31, 2025

Strategy 1.6.1: Seek funding necessary to support tools from Google Cloud Platform (GCP) that enhance data collaboration, storage, analysis and computation in the GSL Basin and across the state for climate resilience and natural resource issues facing the state by Sept. 1, 2024

Strategy 1.6.2: Work with the Legislature on the water data interim study to develop

a framework for the needs of the state and seek funding as appropriate by Dec. 31, 2024

Theme: Water

Goal 2: 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 2.1:** Improve internal communication
>
> > **Strategy 2.1.1:** Publish an internal quarterly newsletter (ongoing)
> >
> > **Strategy 2.1.2:** Send out a monthly "Water in the News" (ongoing)
>
> **Objective 2.2:** Improve external communication
>
> > **Strategy 2.2.1:** Complete a robust strategic communications plan that consists of research-backed objectives by Jan. 1, 2025
> >
> > **Strategy 2.2.2:** Revamp Water Resources website by Jan. 1, 2025
> >
> > **Strategy 2.2.3:** Organize and host an annual Watershed Council Workshop by March 31, 2025
> >
> > **Strategy 2.2.4:** Document Utah Growing Water Smart Workshop program, highlighting successful participant teams, and create a video to inform interested parties, water professionals and potential participants by June 30, 2025
> >
> > **Strategy 2.2.5:** Proactively attend conferences and have a booth to educate the water community and the public on the importance of water at least six per year

Theme: Water

Goal 3: Create a more resilient organization that is nimble, dependable and can adapt to changing circumstances and achieve great things.

> **Objective 3.1:** Mentor staff by pairing subject matter experts with other staff to share knowledge
>
> > **Strategy 3.1.1:** Conduct an annual review of the program and make necessary changes by Nov. 22, 2024
> >
> > **Strategy 3.1.2:** Organize two or more mentoring events for those participating in the program with external mentors by June 30, 2025
>
> **Objective 3.2:** Develop our team and improve our culture
>
> > **Strategy 3.2.1:** Provide specific training to staff on priority topics and gather feedback on other training topics. Hold at least eight training events by June 30, 2025
> >
> > **Strategy 3.2.2:** Schedule two to three field trips per year to acquaint division staff with other agencies or important projects by June 30, 2025
> >
> > **Strategy 3.2.3:** Connection and Wellness team will hold regular connection opportunities, one team-building activity and one service project by June 30, 2025

DWRe Ongoing Work Plan

Goal	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
1	Develop a web page dedicated to municipal and county general plans by August 1, 2024	Web IT and Comms Section	Existing budget	6 Mo…	In Progr…
1	Award $500,000 in grant funds to assist cities, counties and water districts in incorporating water into general plans by June 30, 2025	River Basin Planning Section	Existing budget	2025	Not Sta…
1	Develop a process to engage and work with local watershed councils, water conservancy districts, and the Utah Watersheds Council by July 1, 2024	River Basin Planning Section	Existing budget	Month	In Progr…
1	Develop a State Water Plan outline and identify data gaps and any modeling needs by August 1, 2024	State Water Plan Section	Existing Staff …	Other	In Progr…
1	Hire two positions for state water planning on or before August 19, 2024	State Water Plan Section	Existing budget	Ongo…	Not Sta…
1	Work with cooperating agencies and partners to prepare an internal State Water Plan draft by June 30, 2025	State Water Plan Section	Existing budget	2025	In Progr…
1	For Great Salt Lake Basin Integrated Plan (GSLBIP), develop performance measures and planning scenarios for basin-wide water management and begin to evaluate the scenarios and develop a trade-off analysis by June 2025	GSL Planner	Existing budget	2025	In Progr…
1	For GSLBIP, create or modify hydrologic models for each basin and Great Salt Lake (GSL) by December 2025	Hydrology and Modeling Section	Existing budget	2025	In Progr…
1	For GSLBIP, complete eight projects identified in the work plan by December 31, 2026	GSL Planner	Existing budget	2026	In Progr…
1	For GSLBIP, conduct basin-wide partner engagement through workshops, small technical group meetings, and other strategic communications by December 2026	GSL Planner	Existing budget	2026	Not Sta…
1	Complete draft of the GSLBIP by December 31, 2026	GSL Planner	Existing budget	2026	Not Sta…
1	Seek funding to preserve and enhance the state's storage capacity for dam-safety upgrades, identifying sound opportunities for additional reservoir storage, and pursuing aquifer storage and recovery projects and aqueduct resilience projects	Director Development Branch	FY25 RFA	6 Mo…	In Progr…
1	Complete a study with recommendations of which state water funding sources should be used in the prioritization and consolidation process of the UWIP by October 31, 2024	Director Development Branch	Existing budget	6 Mo…	In Progr…
1	Complete a study and make recommendations concerning whether to impose a new fee to fund water infrastructure projects identified in the UWIP by October 31, 2025	Director Development Branch	Existing budget	2025	Not Sta…
1	Produce annual report regarding the Agricultural Water Optimization projects and program effectiveness by October 1, 2025	Water Optimization Section	Existing budget	Ongo…	In Progr…
1	Lead the Water Development Coordinating Council (WDCC) in developing and adopting a Unified Water Infrastructure Plan (UWIP) by March 1, 2026	Director Development Branch	Existing budget	2026	In Progr…
1	Facilitate the landscape incentives program for the state and district programs. Allocate at least $5M in funds before December 31, 2026	Conservation Section	Existing budget	Ongo…	In Progr…
1	Rebate all appropriated money for the water-saving devices current rebates for smart controllers and toilets annual. Add commercial smart controllers and toilet rebates by December 31, 2024	Conservation Section	Existing budget	Ongo…	In Progr…

DWRe Ongoing Work Plan (cont)

Goal	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
1	Launch a water-saving homes incentive program for new construction depending on legislative appropriation in 2025	Conservation Section	FY25 RFA	2025	In Progress
1	Launch the new round of transparent water billing applications by July 1, 2024 for the $1M in additional appropriated funds	Conservation Section	Existing budget	Month	In Progress
1	Integrated Water & Land Planning by coordinating and promoting Utah Growing Water Smart Workshops and assisting cities and counties in incorporating water into their general plan by December 31, 2024	River Basin Planning Section	Existing budget	6 Mont…	In Progress
1	Seek funding necessary to support tools from Google Cloud Platform (GCP) that enhance data collaboration, storage, analysis, and computation in the GSL Basin and across the state for climate resilience and natural resource issues facing the state by September 1, 2024	Technical Services Web IT Comms Section	FY25 RFA	6 Mont…	In Progress
1	Work with the legislature on the water data interim study to develop a framework for the needs of the state and seek funding as appropriate by December 31, 2024	Director Web IT Comms Section	FY25 RFA	6 Mont…	In Progress
2	Publish an internal quarterly newsletter	Web IT Comms Section	Existing Staff …	Ongoing	In Progress
2	Send out a monthly "Water in the News"	PIO	Existing Staff …	Ongoing	In Progress
2	Complete a robust strategic communications plan that consists of research-backed objectives by January 1, 2025	Director PIO Web IT Comms Section	Existing budget	6 Mont…	In Progress
2	Revamp Water Resources website by January 1, 2025	Web IT Comms Section	Existing budget	6 Mont…	In Progress
2	Organize and host an annual Watershed Council Workshop by March 31, 2025.	River Basin Planning Section	Existing budget	Year	Not Started
2	Document Utah Growing Water Smart Workshop program, highlighting successful participant teams, and create a video to inform interested parties, water professionals and potential participants by June 30, 2025.	River Basin Planning Section	Existing budget	2025	Not Started
2	Proactively attend conferences and have booth to educate the water community and the public on the importance of water at least 6 per year	Director and Deputy Director	Existing budget	Ongoing	In Progress
3	Organize two or more mentoring events for those participating in the program with external mentors by June 30, 2025	Assistant Director	Existing budget	6 Mont…	In Progress
3	Conduct an annual review of the mentoring program and make necessary changes by November 22, 2024.	Assistant Director	Existing budget	Ongoing	In Progress
3	Provide specific training to staff on priority topics and gather feedback on other training topics. Hold at least 8 training events by June 30, 2025	Training Team	Existing Staff …	Ongoing	In Progress
3	Schedule two to three field trips per year to acquaint division staff with other agencies or important projects by June 30, 2025	Training Team	Existing Staff …	Ongoing	In Progress
3	Connection and Wellness team will hold regular connection opportunities, one team-building activity and one service project by June 30, 2025	Assistant Director	Existing Staff …	Ongoing	In Progress

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 law and managed in a manner that benefits 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.

In recent years, 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: Improve the division's public-facing services through increased outreach efforts and customer service.

Objective 1.1: Provide exemplary service to stakeholders, including water users and the broader community

Strategy 1.1.1: Enhance regional office coordination among division sections/ programs via monthly coordination meetings

Strategy 1.1.2: Clarify and/or update existing policy pages for regional offices; include links to technical elements and specialized contacts

Strategy 1.1.3: Increase staffing for the well drilling program in order to facilitate more responsive regulation of geothermal and water well drilling operations throughout the state

Objective 1.2: Increase participation in regional water-based discussions

Strategy 1.2.1: Actively participate on watershed councils (as a non-voting member) and attend/participate at county commission meetings and local municipality councils

Strategy 1.2.2: Organize stakeholder engagement/outreach and training sessions at the regional level including an annual State Engineer "Open House" with water users

Objective 1.3: Bolster public trust by proactively reducing backlog of pending actions

Strategy 1.3.1: Create a "Backlog Engineer/Team" to address complex applications and lingering applications

Strategy 1.3.2: Broaden Fast Track category to include other simple applications and expand authority for the applications and records Assistant State Engineer to sign the respective orders

Objective 1.4: Align and integrate advanced technical tools into regional practices

Strategy 1.4.1: Increase active management of distribution accounting models, water use reporting and automation

Strategy 1.4.2: Incorporate Water Rights Network into daily regional office operations to leverage regional staff in building out the network

Performance Measurements
1. Outreach events attended or organized by regional staff members
2. Reduced backlog on key applications

Goal 2: Ensure prompt action on all applications, proofs and reports of conveyance.

> **Objective 2.1:** Streamline and automate application review processes

> > **Strategy 2.1.1:** Maintain functionality of current automated Order of the State Engineer program and develop an action plan for a new application interface

> > **Strategy 2.1.2:** Develop an action plan to establish standards for all Category 2 Orders of the State Engineer to be processed as fast-track applications

> > **Strategy 2.1.3:** Develop an action plan that will allow for the electronic submission, review, and finalization of all applications, including the use of electronic signatures, notary and recording

> **Objective 2.2:** Facilitate reporting and transparency within the application review process

> > **Strategy 2.2.1:** Update the Change Application Tracker with guidance on how to evaluate indicated progress

> > **Strategy 2.2.2:** Develop an action plan that proposes tools and other ideas to allow the public to understand the processing of an application

> **Objective 2.3:** Address increasing application complexity

> > **Strategy 2.3.1:** Invest in the training and development of staff members

> > **Strategy 2.3.2:** Develop an action plan on how to evaluate complex applications

> **Objective 2.4:** Increase state-wide consistency of water right policies

> > **Strategy 2.4.1:** Hold regular training sessions with staff to educate and align practices of authors and reviewers of Orders of the State Engineer

Performance Measurements
1. Statewide applications processed and tracked more efficiently
2. Transition fully to an electronic system of processing water rights applications, including electronic signatures, notary and county recording

Goal 3: Transform and modernize how the division manages and presents water right data.

> **Objective 3.1:** Improve measurement data infrastructure

Strategy 3.1.1: Conduct an internal distribution data audit

Strategy 3.1.2: Develop a Data Infrastructure Action Plan that connects all available data

Objective 3.2: Improve the Water Right Network

Strategy 3.2.1: Develop and implement a Water Right Network Action Plan

Strategy 3.2.2: Develop and implement a Modernized Water Use Group Action Plan

Objective 3.3: Develop distribution accounting models

Strategy 3.3.1: Develop and implement a Distribution Accounting Tool Action Plan

Strategy 3.3.2: Create staff resources to manage data services

Performance Measurements
1. Development of modernized water right database
2. Prepare Utah for Colorado River management
3. Accommodate the future of agricultural optimization

Theme: Water

Goal 4: Install measurement and automation devices on high-priority diversions across the state.

Objective 4.1: Identify and prioritize measurement locations statewide

Strategy 4.1.1: Complete projects to identify measurement gaps

Strategy 4.1.2: Create metric to prioritize measurement locations

Strategy 4.1.3: Organize new subsection within the field services section for automation and modeling

Objective 4.2: Coordinate with stakeholders to determine the best path for installation of measurement and automation devices

Strategy 4.2.1: Schedule and participate in public meetings to identify device deficiencies

Strategy 4.2.2: Ensure public comments are gathered, organized and accessible

Objective 4.3: Installation and management of measuring and automation devices

Strategy 4.3.1: Design a template for agreements between the division and stakeholders for each device

Strategy 4.3.2: Begin entering agreements with stakeholders for device installation

Strategy 4.3.3: Ensure ongoing maintenance of devices

Performance Measurements
1. Prepare Utah for Colorado River and Great Salt Lake management
2. Accommodate the future of agricultural optimization

Goal 5: Develop full understanding of the state's groundwater resources.

      Objective 5.1: Monitor and investigate groundwater conditions statewide

            Strategy 5.1.1: Develop Groundwater Monitoring and Investigation Action Plan

            Strategy 5.1.2: Develop Groundwater Diversion Measurement Action Plan

      Objective 5.2: Communicate and implement findings from studies into groundwater management plans and water right policies

            Strategy 5.2.1: Develop an action plan to prioritize groundwater management plan areas that identify needed resources and public engagement

            Strategy 5.2.2: Develop a conjunctive management action plan that will review, analyze and summarize issues throughout the state related to surface and groundwater sources in preparation for implementing statewide and/or local policies

      Objective 5.3 Expand capabilities of the water right networks and accounting tools

            Strategy 5.3.1: Develop Water Right Network action plan that addresses groundwater management capabilities and enables conjunctive management of surface and groundwater

Performance Measurements
1. Continued response to critical management areas
2. Partnership with agencies conducting groundwater studies
3. Develop Water Rights Network to accommodate groundwater management

Theme: Water

Goal 6: Accelerate the progress of general water right adjudications throughout the state.

      Objective 6.1: Build and retain a team of engineers, scientists and technicians dedicated to water right adjudications throughout the state

            Strategy 6.1.1: Create an adjudication team with a focus on increased adjudication efforts on Bear River, Virgin River and Southeastern Colorado River adjudications

            Strategy 6.1.2: Provide training opportunities to learn and expand staff capability within the various programs of the division

Objective 6.2: Reduce the backlog of open adjudications and shorten time between commencement and completion

    Strategy 6.2.1: Implement online water user's claim filing

    Strategy 6.2.2: Integrate increased adjudication process control, coordinating the efforts of the division and the attorney general's office

    Strategy 6.2.3: Appoint the Special Master to the Bear River, Price and Southeastern Colorado River adjudications

    Strategy 6.2.4: Develop an action plan for quantifying reserved rights

Objective 6.3: Establish early contact with key water users in adjudication areas

    Strategy 6.3.1: Develop an action plan for engaging with stakeholders and the public in areas targeted for adjudication work

Performance Measurements
1. Number of proposed determinations published
2. Number of subdivisions commenced

Theme: Water

Goal 7: Improve dam safety information, education and rehabilitation

    Objective 7.1: Advance high hazard dam rehabilitation

    Strategy 7.1.1: Quarterly meetings with the Division of Water Resources and NRCS to discuss available funding and project progress

    Objective 7.2: Facilitate owner outreach and education

    Strategy 7.2.1: Develop a "maintenance minute" to be shared with owners at the beginning of each annual inspection

    Strategy 7.2.2: Hold an annual owners workshop

    Objective 7.3: Improve public access to dam safety information

    Strategy 7.3.1: Pursue FEMA state-assistance grant focused on online application and website improvement

    Strategy 7.3.2: Develop and implement an action plan on application tracking

    Strategy 7.3.3: Modernize emergency action plans for dams statewide

Performance Measurements
1. Robust owner outreach and education
2. Number of Emergency Action Plans updated
3. Enhanced application process and website

DWRi Ongoing Work Plan

Goal	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
1.1.1	Enhance regional office coordination among division sections/programs via monthly coordination meetings	Assistant State Engineer - Appropriations	Existing Staff … ▾	Ongoing ▾	In Progress ▾
1.1.2	Clarify and/or update existing policy pages for regional offices; include links to technical elements and specialized contacts	Regional Engineers	Existing Staff … ▾	Year ▾	In Progress ▾
1.1.3	Increase staffing for the well drilling program in order to facilitate more responsive regulation of geothermal and water well drilling operations throughout the state	Well Drilling Program Manager	FY25 RFA ▾	Year ▾	Not Started ▾
1.2.1	Actively participate on watershed councils (as a non-voting member) and attend/participate at county commission meetings and local municipality councils	State Engineer and Regional Engineers	Existing Staff … ▾	Ongoing ▾	In Progress ▾
1.2.2	Organize stakeholder engagement/outreach and training sessions at the regional level including an annual State Engineer "Open House" with water users	Regional Engineers	Existing Staff … ▾	Year ▾	In Progress ▾
1.3.1	Create a "Backlog Engineer/Team" to address complex applications and lingering applications	Assistant State Engineer - Appropriations	FY25 RFA ▾	Year ▾	Not Started ▾
1.3.2	Broaden Fast Track category to include other simple applications and expand authority for the Applications and Records Assistant State Engineer to sign the respective orders	State Engineer and Assistant State Engineer - Appropriations	Existing Staff … ▾	Year ▾	In Progress ▾
1.4.1	Increase active management of distribution accounting models, water use reporting, and automation	Assistant State Engineer - Field Services	FY25 RFA ▾	Year ▾	In Progress ▾
1.4.2	Incorporate Water Rights Network into daily regional office operations to leverage regional staff in building-out the network	Assistant State Engineers - Data Services and Field Services, Regional Engineers	Existing Staff … ▾	Ongoing ▾	In Progress ▾
2.1.1	Maintain functionality of current AutoMM program and develop an action plan for a new application interface	Assistant State Engineer - Appropriations	Existing Staff … ▾	Ongoing ▾	In Progress ▾
2.1.2	Develop an action plan to establish standards for all category 2 Orders of the State Engineer to be processed as fast-track applications	Assistant State Engineer - Appropriations	Existing Staff … ▾	Year ▾	In Progress ▾
2.1.3	Develop an action plan that will allow for the electronic submission, review, and finalization of all applications, including the use of electronic signatures, notary and recording	Assistant State Engineer - Appropriations	Existing Staff … ▾	Year ▾	In Progress ▾
2.2.1	Update the Change Application Tracker with guidance on how to evaluate indicated progress	Assistant State Engineer - Appropriations	Existing Staff … ▾	Year ▾	In Progress ▾
2.2.2	Develop an action plan that proposes tools and other ideas to allow the public to understand the processing of an application	Assistant State Engineer - Appropriations	Existing Staff … ▾	Ongoing ▾	In Progress ▾
2.3.1	Invest in the training and development for staff members	Deputy State Engineers	Existing Staff … ▾	Ongoing ▾	In Progress ▾
2.3.2	Develop an action plan on how to evaluate complex applications	Deputy State Engineers	Existing Staff … ▾	Ongoing ▾	In Progress ▾
3.1.1	Conduct an internal distribution data audit	Assistant State Engineer - Data Services	Existing Staff … ▾	Ongoing ▾	In Progress ▾

Goal	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
3.1.2	Develop a Data Infrastructure Action Plan that connects all available data	Assistant State Engineer - Data Services	Existing Staff …	Ongoing	In Progress
3.2.1	Develop and Implement a Water Right Network Action Plan	Assistant State Engineer - Data Services	Existing Staff …	Year	In Progress
3.2.2	Develop and Implement WUG3 Action Plan	Assistant State Engineer - Data Services	Existing Staff …	Year	In Progress
3.3.1	Develop and Implement a Distribution Accounting Tool Action Plan	Assistant State Engineer - Data Services	Existing Staff …	Year	In Progress
3.3.2	Create staff resources to manage data services	State Engineer	Existing Staff …	Ongoing	Complete
4.1.1	Complete projects to identify measurement gaps	Assistant State Engineer - Field Services	Existing Staff …	Ongoing	In Progress
4.1.2	Create metric to prioritize measurement locations	Assistant State Engineer - Field Services	Existing Staff …	Ongoing	In Progress
4.1.3	Organize new subsection within the field services section for automation and modeling	Assistant State Engineer - Field Services	FY24 RFA	Month	Complete
4.2.1	Schedule and participate in public meetings to identify device deficiencies	Assistant State Engineer - Field Services	Existing Staff …	Ongoing	In Progress
4.2.2	Ensure public comments are gathered, organized and accessible	Assistant State Engineer - Field Services	Existing Staff …	Ongoing	In Progress
4.3.1	Design a template for agreements between the division and stakeholders for each device	Assistant State Engineer - Field Services	Existing Staff …	6 Mont…	In Progress
4.3.2	Begin entering agreements with stakeholders for device installation	Assistant State Engineer - Field Services	Existing Staff …	Year	In Progress
4.3.3	Ensure ongoing maintenance of devices	Assistant State Engineer - Field Services	Existing Staff …	Year	In Progress
5.1.1	Develop Groundwater Monitoring and Investigation Action Plan	Assistant State Engineer -Technical Services	Existing Staff …	Year	In Progress
5.1.2	Develop Groundwater Diversion Measurement Action Plan	Assistant State Engineer -Technical Services	Existing Staff …	Year	In Progress
5.2.1	Develop an action plan to prioritize groundwater management plan areas that identifies needed resources and public engagement	Assistant State Engineer - Technical Services	Existing Staff …	Year	In Progress
5.2.2	Develop a conjunctive management action plan that will review, analyze and summarize issues throughout the state related to surface and groundwater sources in preparation for implementing statewide and/or local policies	Assistant State Engineer - Technical Services	Existing Staff …	Year	In Progress
5.3.1	Develop Water Right Network action plan that addresses groundwater management capabilities and enables conjunctive management of surface and groundwater	Assistant State Engineer - Data Services	Existing Staff …	Year	In Progress

DWRi Ongoing Work Plan (cont)

Goal #	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
6.1.1	Create an adjudication team with a focus on increased adjudication efforts on Bear River, Virgin River and Southeastern Colorado River adjudications	Assistant State Engineer - Adjudication	Existing budget ▾	Ongoing ▾	Complete ▾
6.1.2	Provide training opportunities to learn and expand staff capability within the various programs of the division	Assistant State Engineer - Adjudication	Existing Staff … ▾	Ongoing ▾	In Progress ▾
6.2.1	Implement online water user's claim filing	Assistant State Engineer - Adjudication	Existing Staff … ▾	Year ▾	In Progress ▾
6.2.2	Integrate increased adjudication process control, coordinating the efforts of the division and the attorney general's office	Assistant State Engineer - Adjudication	Existing Staff … ▾	6 Mont… ▾	In Progress ▾
6.2.3	Appoint the special master to the Bear River, Price and Southeastern Colorado River adjudications.	Assistant State Engineer - Adjudication	Existing budget ▾	6 Mont… ▾	Not Started ▾
6.2.4	Develop an action plan for quantifying reserved rights	Deputy State Engineer	Existing Staff … ▾	6 Mont… ▾	In Progress ▾
6.3.1	Develop an action plan for engaging with stakeholders and the public in areas targeted for adjudication work	Assistant State Engineer - Adjudication	Existing Staff … ▾	6 Mont… ▾	In Progress ▾
7.1.1	Quarterly meetings with Water Resources and NRCS to discuss available funding and project progress	Assistant State Engineer - Dam Safety	Existing Staff … ▾	6 Mont… ▾	In Progress ▾
7.2.1	Develop a "maintenance minute" to be shared with owners at the beginning of each annual inspection	Assistant State Engineer - Dam Safety	Existing Staff … ▾	Ongoing ▾	In Progress ▾
7.2.2	Hold an annual owners workshop	Assistant State Engineer - Dam Safety	Existing Staff … ▾	Year ▾	In Progress ▾
7.3.1	Pursue FEMA state-assistance grant focused on online application and website improvement	Assistant State Engineer - Dam Safety	Existing Staff … ▾	Ongoing ▾	In Progress ▾
7.3.2	Develop and implement action plan on application tracking	Assistant State Engineer - Dam Safety	Existing Staff … ▾	Ongoing ▾	In Progress ▾
7.3.3	Modernize emergency action plans for dams statewide	Assistant State Engineer - Dam Safety	Existing Staff … ▾	Year ▾	In Progress ▾

WATERSHED RESTORATION INITIATIVE

Situation Analysis

The Watershed Restoration Initiative (WRI) is a partnership-based program in Utah to improve high-priority watersheds through active management of the state's natural resources. Several natural resource issues in the mid-2000s, including widespread vegetative decline and reduced populations of wildlife, brought together a previously created committee of natural resource leaders to combat resource degradation and wildlife decline. This partnership, known as the Utah Partners for Conservation and Development (UPCD), met to re-commit to working together to develop commonsense actions meant to improve Utah's watershed health and the health of both wild and domestic animals that inhabit these lands.

These efforts included the launching of a new statewide partnership effort to serve as the framework and clearinghouse for proactive restoration projects to reduce many of the long-term threats to Utah's watersheds. This partnership, known as the Watershed Restoration Initiative, is an administration-level program for the Department of Natural Resources (DNR). An initial ongoing appropriation of state general funding was provided to DNR in the 2006 legislative session to jumpstart the program. During the 2022 legislative session, HB131 codified the program and set the initiative's policies, objectives and reporting requirements.

Goals & Objectives

Themes: Water, Public Lands

Goal 1: Work with both internal and external partners to help develop, evaluate, fund and implement cross-boundary active management projects to improve Utah's watershed health and biological diversity, water quality and yield, and opportunities for sustainable uses of natural resources.

> **Objective 1.1:** Support WRI partner development and cooperation
>
> > **Strategy 1.1.1:** Foster partner cooperation and team building through five regional WRI team meeting/tour facilitation and financial support
> >
> > **Strategy 1.1.2:** Provide clear regional team direction through team charter development/updates
> >
> > **Strategy 1.1.3:** Facilitate regional project ranking/scoring using WRI administration-provided scoring criteria
> >
> > **Strategy 1.1.4:** Provide an inclusive environment where proposed projects can be fairly evaluated and improved by all regional team participants
> >
> > **Strategy 1.1.5:** Host a biennial statewide WRI partners conference to facilitate the sharing of experiences and best available science related to cross-boundary restoration/active management
>
> **Objective 1.2:** Support WRI project funding, implementation and tracking
>
> > **Strategy 1.2.1:** Facilitate partner project funding input into WRI projects through cooperative agreements and other needed support
> >
> > **Strategy 1.2.2:** Increase the pace and scale of cross-boundary project implementation through pooled funding and shared contracting
> >
> > **Strategy 1.2.3:** Develop and maintain proposal/project tracking online database with finance, mapping and completion information

Performance Measures
1. Total acres treated annually
2. Total miles of streams/riparian areas restored annually
3. State funding leverage ration for WRI projects

WRI Ongoing Work Plan

Goal #	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
1	Work with WRI regional team leadership to facilitate three team meetings each year	WRI Administrative Team	Existing budget ▾	Ongoing ▾	In Progress ▾
1	Work with WRI regional team leadership to facilitate at least one field tour each year	WRI Administrative Team	Existing budget ▾	Ongoing ▾	In Progress ▾
1	Review and update as needed WRI regional team charters	WRI Administrative Team	Existing budget ▾	Ongoing ▾	In Progress ▾
1	Host a statewide WRI partners conference in Richfield every other year	WRI Administrative Team	Existing budget ▾	Ongoing ▾	In Progress ▾
1	Manage incoming and outgoing partner funding through cooperative agreements and/or grants	WRI Administrative Team	Existing budget ▾	Ongoing ▾	In Progress ▾
1	Facilitate cross-boundary contracting through UDWR and other partners including cultural resource contracting and seed supply	WRI Administrative Team	Existing budget ▾	Ongoing ▾	In Progress ▾
1	Engage with DTS and UGRC to complete all necessary WRI online database updates and upgrades	WRI Administrative Team	Existing budget ▾	Ongoing ▾	In Progress ▾

Situation Analysis

At the Utah Division of Wildlife Resources, we believe wildlife is valuable to everyone. We serve the people of Utah as trustees and guardians of the state's fish and wildlife, always working to maintain sustainable and diverse populations. Our employees strive for the highest levels of integrity, professionalism, accountability, teamwork and cooperation.

Looking back at the past is easy. Life seemed a lot simpler then: there was more huntable land, more time to go fishing and more purchasing power with every hard-earned paycheck. Even though we enjoy looking back, we are focused on the future and preparing for the challenges ahead.

Planning ahead for the future is our responsibility and our privilege. Wildlife means different things to different people. But nearly everyone agrees that in Utah, our quality of life is better with wildlife.

This strategic plan provides our employees with clear direction about who we are, what we do and how we will conduct ourselves. This plan serves as a high-level outline for the agency. All of our programs and workplans tie into the goals and objectives and provide demonstrable value to the public.

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. increase the number of people licensed to participate in hunting and fishing in Utah by 5% per year to keep pace with growth
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

Theme: Public Lands

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

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 elk and mule deer units that are between 80 - 100% or above their approved population objectives
3. Percentage of mule deer units that are 80% or above their approved buck to doe ratios
4. Percentage of limited entry elk units that are 80% or above their approved average age objectives
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

DWR Ongoing Work Plan

Goal	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
1.1	Monitor and manage conservation easements and DWR-owned properties including wildlife and waterfowl management areas.	Habitat Section	Existing budget ▾	Ongoing ▾	In Progress ▾
1.1	Determine the changing needs and desires of recreationists by conducting angler opinion, creel, and human dimensions surveys.	Aquatic Section	Existing budget ▾	Ongoing ▾	In Progress ▾
1.1; 1.2	Develop compelling news releases, social media, blog, and podcast content that highlights wildlife management activities, partnership efforts and employee contributions.	Outreach Section	Existing budget ▾	Ongoing ▾	In Progress ▾
1.3	Perform an annual review of Utah's fisheries to identify waters that are new, under-utilized, or unique and request that Outreach inform the public about these opportunities.	Aquatic Section	Existing budget ▾	Ongoing ▾	In Progress ▾
1.3	Maintain current fishing and hunting access and pursue opportunities to both acquire and improve access.	Outreach Section	Existing budget ▾	Ongoing ▾	In Progress ▾
1.3.1	Solicit public feedback on a variety of wildlife management proposals, etc. through the Regional Advisory Council and Wildlife Board process.	Admin. Services, Aquatic, Habitat, Outreach, and Wildlife Sections	Existing budget ▾	Ongoing ▾	In Progress ▾
1.4.1	Meet with DNR Law Enforcement Division representatives prior to developing all new regulations so LE is aware of regulation and rule changes and can provide input that will assist in the development of enforceable regulations and rules.	Admin. Services, Aquatic, Habitat, Outreach, and Wildlife Sections	Existing budget ▾	Ongoing ▾	In Progress ▾
1.4.1	Be transparent and honest about our process and management practices.	Admin. Services, Aquatic, Habitat, Outreach, and Wildlife Sections	Existing budget ▾	Ongoing ▾	In Progress ▾
2.1	Establish and update baseline health profiles of the key big game species, in associated with planned capture projects.	Wildlife Section	Existing budget ▾	Ongoing ▾	In Progress ▾
2.1.1	Identify critical spring, groundwater, wetland, and terrestrial habitats.	Aquatic Section	Existing budget ▾	Ongoing ▾	In Progress ▾
2.1.1	Maintain and increase the quality of key habitat for mule deer, other big game, and other wildlife species throughout the state including on DWR owned and managed properties.	Habitat	Existing budget ▾	Ongoing ▾	In Progress ▾
2.1.1	Coordinate and involve partner agencies, private landowners, and NGOs, in the planning, development and implementation of habitat improvement projects through Utah's Watershed Restoration Initiative, Habitat Council, Endangered Species Protection Account, and Conservation Permit proposals processes.	Habitat Section	Existing budget ▾	Ongoing ▾	In Progress ▾

Goal	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
2.1.2	Identify areas where wildlife species migration data is needed to better understand wildlife movement in relation to roads and development.	Wildlife Section	Existing budget ⋅	Ongoing ⋅	In Progress ⋅
2.1.2	Work with stakeholders to conserve and improve the Great Salt Lake ecosystem.	Wildlife Section	Existing budget ⋅	Ongoing ⋅	In Progress ⋅
2.1.2	Remove or renovate five migration barriers annually to open additional habitat for fish.	Aquatic Section	Existing budget ⋅	Ongoing ⋅	In Progress ⋅
2.2	Increase knowledge of the habitats needs and threats facing wildlife species of greatest conservation need, which will inform mitigation and management actions.	Wildlife Section	Existing budget ⋅	Ongoing ⋅	In Progress ⋅
2.2.1	Conduct monitoring work for wildlife species of greatest conservation need.	Wildlife Section	Existing budget ⋅	Other ⋅	In Progress ⋅
2.3	Coordinate with UDOT, other agencies, and wildlife conservation groups to develop strategies to minimize wildlife impacts from transportation projects, inducing Wildlife Crossings.	Habitat and Wildlife Sections	Existing budget ⋅	Ongoing ⋅	In Progress ⋅
2.3.1	Develop long-term resolutions to help alleviate crop damage caused by big game animals.	Wildlife Section	Existing budget ⋅	Ongoing ⋅	In Progress ⋅

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.

Appendix

Improving customer experience across the agency's many websites is a priority and is being tracked through the CX Report below.

CX Report

Division	Total Responses	Unable to Accomplish Task Count	Unable to Accomplish Task %	Requested Support	Effort
DNR	38	26	72%	3	2.9
FFSL	12	7	58%	2	3.4
OED	19	13	76%	6	2.3
OGM	2	1	50%	1	2.5
REC					
PLPCO	11	4	40%	1	3.6
PARKS	803	482	62%	68	3
DWRe	82	53	73%	10	2.9
DWRi	13	2	22%	3	3.5
WILDLIFE	723	372	56%	65	3
UGS					

Division	Satisfaction	Empathy	Reliability	Notes
DNR	3.3	3.5	3.2	Website was rebuilt using the DTS design system and launched March 26, 2024
FFSL	4.3	4	4.5	Website is being rebuilt
OED	2.3	2.6	2.4	
OGM	2.5	2.5	4.5	Website was rebuilt using the DTS design system and launched Dec. 18, 2023
REC				Website is being rebuilt
PLPCO	3.8	4.4	3.8	
PARKS	2.8	3.3	3.3	Reservations are handled on another website, which the Parks site links to, so many visitors can't "accomplish the task" from the State Parks site, which likely skews the data.
DWRe	2.7	3.3	3.1	Website is being rebuilt
DWRi	3.8	3.3	4.8	Improvements to the UX were implemented March 25, 2024
WILDLIFE	3	3.2	3.2	
UGS				Intercept installation is underway

Statutory Performance Measures

Line_Items	Funding_Items	Measure_Name	Measure_Description	Measure_Type
RCAA DNR Internal Service Fund		DNR ISF: Total Revenue Collections	Retained earnings (net income over duration of ISF)	Line Item Measure
RHAA DNR Pass Thru		Percent Completed on Time and on Budget	This measure tracked the percent of projects currently appropriated to the Pass Through line item that were completed within the established timeframe(s) and budget. A higher result is more desirable.	Line Item Measure
RFAA DNR Wildlife Resources	Port Passport Pilot Program Extension (Quagga Mussel Containment) : Number of unique watercraft visitation records from Lake Powell launch ramps (gathered by the cameras and verified in the database).	Unique Watercraft Visitation From Lake Powell Launch Ramps	UDWR partners with the National Park Service at Glen Canyon National Recreation Area and Arizona Game and Fish Department to conduct watercraft inspection and decontamination operations for boats departing Lake Powell, the only water in Utah infested with quagga mussels. Records of these boats are critical to program success by providing UDWR Aquatic Invasive Species Program staff with information that determines whether a watercraft requires professional decontamination prior to next launch in Utah. Additional records generated by Port Passport cameras will help UDWR ensure that boats departing Lake Powell at night are documented and that appropriate decontamination steps are taken before the boat is next used. Background: UDWR began a pilot program in October 2020 utilizing Port Passport cameras at two Lake Powell launch ramps. The cameras will not begin capturing data and generating records until May 2021, and evaluation of the program will begin at that time. Since the accuracy of any records generated by the cameras, the proper integration of the Port Passport-generated records into an existing regional database, and the resulting value of the cameras to the AIS Program have not yet been evaluated, future plans to expand the Port Passport program have been delayed until program evaluation can occur. Therefore, the goal of 1,000 unique watercraft visitation records will likely require revision as the program is evaluated and plans for expansion are finalized.	Funding Item Measure
RXAA Public Lands Policy Office	Amending State and County Resource Management Plans : Number of updated county resource management plans	Number of Updated County Resource Management Plans	The goal is to bring all the county RMPs up to date. As they are, updated interactions with outside agencies can utilize the RMPs in the decision making process.	Funding Item Measure
RGAA DNR Species Protection	Endangered Species Listing Prevention & Recovery	Endangered Species Listing Prevention & Recovery	This increase helps Utah in two ways; one is to maintain and increase funding to projects that are meeting Utah's federal obligations under the Endangered Species Act, and second, it is to allow current projects as well as more projects that are being conducted to prevent species from being listed under the Endangered Species Act. The prevention and work towards delisting of currently listed species helps retain stewardship and management authority under the state's jurisdiction as well as significantly reduce the costs/burden placed upon the State when a species is listed.	COBI Measure, Funding Item Measure
RPAA DNR Water Resources	Integrating Water Planning and Land Use Planning : Complete a final Utah specific framework guidance document based on pilot case findings by June 30, 2022	Integrated Land and Water Planning Assessment Framework	Complete a final Utah specific framework guidance document based on pilot case findings by June 30, 2022. Land and water are inter-connected resources yet managed and regulated at different government levels and by independent entities. A consulting firm will complete needs assessments and facilitate pilot studies to create an integrated land and water planning assessment framework guidance document. Utah partners will participate in the process to gain knowledge and experience to successfully mentor future interested communities through an integration process. The intended outcome is for Utah communities to adopt integrated water and land planning practices as the standard to improve essential resource development.	Funding Item Measure
RPAA DNR Water Resources	Water as Part of General Plan	Number of Cities and Counties Water Resources Assists to Comply With SB110	This bill modifies provisions related to general plans to address water. Enactment of this legislation likely will not materially impact state revenue. Enactment of this legislation would appropriate to the Department of Natural Resources - Division of Water Resources $300,000 one-time from the General Fund in FY 2023 for technical assistance to a local government's adoption of water use or preservation in a general plan.	Funding Item Measure
RDAA DNR Forestry, Fire & State Lands	Jordan River Recreation Area Amendments	Percent Increase in Visitation to the Tracy Aviary (Over FY 2022)	Jordan River Recreation Area Amendments Enactment of this legislation likely will not materially impact state revenue. Enactment of this legislation appropriates $190,000 ongoing from the General Fund to the Division of Forestry, Fire, and State Lands to be used for grants.	Funding Item Measure
RFAA DNR Wildlife Resources, RKAA DNR DWR Cooperative Agreements, RJAA DNR DWR Contributed Research		Wildlife Resources Cinnamon Creek Land Acquisition	Funding request to pay for the purchase of Cinnamon Creek property from the School and Institutional Trust Lands Administration (SITLA). DWR will provide all funds to SITLA to complete the purchase of the Cinnamon Creek property and transfer it into UDWR ownership.	Funding Item Measure
RHAA DNR Pass Thru	Bear Lake Improvements : The production of a regional recreation access plan for the Bear Lake Area.	Bear Lake Area Regional Recreation Access Plan	A contractor will do a review and study of access issues around Bear Lake. The result of this study will be the creation of a resource plan managers and stakeholders will use to make decisions about future access needs. The plan will include: Identification of current and future recreation and access needs at Bear Lake; Impact study, including recreation demands, access needs, local economic benefits and agricultural/irrigation; Recommendations for recreational facilities, resource management, access points, and infrastructure; Management and oversight recommendations, including which agency or agencies are best suited to operate and maintain recreation facilities, access points, and future development.	Funding Item Measure
RWAA DNR Water Rights	Hatch Town Dam Study Update	Percent of Research Questions Answered by the Hatch Town Dam Study	Percent of research questions contained in RFP answered by the study. Provides an engineering update study for the Hatch Town Dam. The dam is located at the head waters of the Sevier River. (Requested By: Rep. Albrecht, C.)	Funding Item Measure
ROAA Office of Energy Development	Utah Energy Act Amendments	Completion of Long-term Forecasts for Energy Supply and Demand	This measure will track the development and completion of the state's long-term energy supply and demands, including a baseline projection of expected supply and demand and analysis of potential alternative scenarios	Funding Item Measure

RDAA DNR Forestry, Fire & State Lands	Central Utah Interagency Fire Cache	Improve Customer Satisfaction Richfield Cache	Provides inventory for fire departments and wild land firefighters to restock equipment. (Requested By: Rep. Albrecht, C.) The funding provides for a location to be constructed to house necessary inventory for wildland fire fighters located in central Utah.	Funding Item Measure
RPAA DNR Water Resources	Water Staffing (Secondary Metering Program)	Install Secondary Meters Statewide	This bill addresses secondary water metering. Enactment of this legislation likely will not materially impact state revenue. Enactment of this legislation could cost the Division of Water Resources $545,000 ongoing from the General Fund beginning in FY 2023 for to hire the required personnel to implement the secondary metering grant program as directed by the legislation. This legislation could also increase expenditures by $250,000,000 one-time, starting in FY 2022, from Federal Funds of the American Rescue Plan Act (ARPA) by the Division of Water Resources to provide grants that reimburse systems up to 70% of the costs to install meters on existing secondary systems. The Division can absorb up to $50 million of these grant expenditures from previously authorized funding.	Funding Item Measure
ROAA Office of Energy Development	San Rafael Energy Research Center	Percent Completion of Acquiring the San Rafael Lab	This measures the acquisition of the San Rafael Lab from Emery County to OED, the acquisition has many components to it and this will measure the process of completing each step in the process.	COBI Measure, Funding Item Measure
RPAA DNR Water Resources	Great Salt Lake Amendments	Implement New GSL Hydrologic Models	This bill addresses state actions related to the Great Salt Lake. Enactment of this legislation likely will not materially impact state revenue. Enactment of this legislation appropriates $5 million one-time from the General Fund for additional staff and resources to the Division of Water Resources to develop the Great Salt Lake Watershed Integrated Water Assessment.	Funding Item Measure
RDAA DNR Forestry, Fire & State Lands		Acres of Hazardous Fuel Reduction Treatments	Hazardous fuels reduction work is reviewed and approved by committee with outside input to determine which areas get treated (projects done with federal funding are vetted and approved by our federal partners before grants are even obligated to ensure they are done in the most beneficial areas) This measure helps determine if FFSL is meeting their mission "to manage, sustain, and strengthen Utah's forests, range lands, sovereign lands and watersheds for its citizens and visitors." It's important for the division to know the number of acres treated for both programmatic reasons and also to reduce the risk to a given area. The measure is tracked based on project acres completed in year.	Line Item Measure
RLAA DNR Parks & Recreation		Parks Expenditures	Expenditures	Line Item Measure
ROAA Office of Energy Development	Energy Security Amendments	Consensus	In discussion with LFA and GOPB, it was determined that their is still much discussion surrounding this funding item and things many change. Therefore it was determined that we should wait on determining a measure until consensus was made surrounding this funding.	Funding Item Measure
RSBA Division of Recreation-Capital		Boating Projects Completed	Boating projects completed	Line Item Measure
RMAA DNR DPR Capital Budget		Donations for Parks' Capital Projects	Donations Revenue	Line Item Measure
RMAA DNR DPR Capital Budget		Parks Capital Renovation Projects Completed	Capital renovation projects completed	Line Item Measure
5270 WRE Revolving Construction Fund		Percent Spent on Dam Safety Projects	This metric is the amount spent on Dam Safety projects during the fiscal year divided by the appropriation amount for the same year. Due to the nature and timing of Dam Safety projects, the funds spent on an annual basis will vary widely. The Revolving Construction Fund receives a $3.8 million in transfer from the C&D Fund for dam safety annually, but spending may vary from one year to the next. DWRe is limited in how many dam projects can be funded each year with the $3.8 million, but typically the division does not spend exactly $3.8 each year. The goal of spending 100% of appropriated funds would be over the life of the Dam Safety program.	Line Item Measure
RGCA DNR Watershed		Number of Acres Treated	The reported value is a GIS measurement of terrestrial acreage treated through the Watershed Restoration Institute (WRI). Only projects that have been fully completed in the reporting fiscal year are included, this may include multi-year projects started in prior fiscal years. Starting in FY 2020, this performance measure does not include additional fire rehabilitation projects completed by WRI, which helps remove volatility in the measurement. The annual number of acres treated helps WRI to quantify the terrestrial impact and overall scope of statewide wildland restoration and management facilitated through the Watershed Restoration Initiative. The goal is to maximize the reported value each year.	Line Item Measure
RBAA DNR Building Operations		Operations and Maintenance Rates Less Than Private Sector	DNR Administration measures the difference charged to them by DFCM and what the 'going rate' is charged by the private sector. The goal is to pay less for DFCM than they would for O&M fees charged by the private sector (this is found in the Building Owners and Managers Association chart in the DFCM annual report). The baseline of 32% less than the private sector was set when this measure was created, DNR has tried to maintain that competitive advantage while using tax dollars. If the result is less than the target, then DFCM is becoming less competitive with private industry.	Line Item Measure
RGCA DNR Watershed		Stream Miles Restored	The reported value is a GIS measurement of aquatic system mileage treated through the Watershed Restoration Institute (WRI). Only projects that have been fully completed in the reporting fiscal year are included, this may include multi-year projects started in prior fiscal years. Starting in FY 2020, this performance measure does not include additional fire rehabilitation projects completed by WRI, which helps remove volatility in the measurement. The annual number of miles treated helps WRI to quantify the aquatic/water quality impact and overall scope of statewide riparian and stream restoration and management facilitated through the Watershed Restoration Initiative. The goal is to maximize this value each year.	Line Item Measure
RGCA DNR Watershed		State Funding Leverage Ratio for WRI Projects	The state of Utah funding leverage measure captures the ratio of appropriated funds from all participating State of Utah agencies contrasted to all other contributions made by project partners. The ratio is based on final expenditures following project completion. The expenditures include both in-kind and actual monetary contributions to WRI projects. Starting in FY 2020, this performance measure does not include additional fire rehabilitation projects completed by WRI in order to remove volatility from the measurement. Also starting in FY 2020, this measure captures the ratio of total state funds to non-state funds, previously it had been reported as the ratio of WRI-only funding to other contributed funds.	Line Item Measure
REAA DNR Oil, Gas & Mining		Customer Satisfaction From Survey	To determine how the Division of Oil, Gas and Mining is performing according to our customers.	Line Item Measure
RBAA DNR Building Operations		Keep Operations and Maintenance Rates at Current Costs	Despite two aging facilities, DNR has a goal to request DFCM keep their O&M rates at the current cost of $4.25 per square foot.	Line Item Measure

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RXAA Public Lands Policy Office		Percent of Legal Filings Submitted in On-time	Whenever it is necessary for PLPCO to comment or respond to a legal issue involving State, County, or Federal agencies it is required that responses and comments are submitted in a timely manner, defined within a comment period or a legal timeline, (these are defined by courts and the federal agency that is changing a policy). The measure is the percentage of Administrative comments and legal filings prepared and submitted "on-time". Any possible success that PLPCO can achieve requires legal documents to be filed within all deadlines. If deadlines are not met, legal proceeding cannot continue in the State's favor. This data is maintained by the Section Leader from the Attorney General's Office housed at PLPCO. Any instances where documents are not filed on-time would be immediately identified by the Section Leader.	Line Item Measure
RFAA DNR Wildlife Resources,,RKAA DNR DWR Cooperative Agreements	Great Salt Lake & Utah Lake Waterbird Studies	Great Salt Lake & Utah Lake Waterbird Studies	Funding for a multi-year program to assess population, abundance, and trends of shorebirds, waterfowl, and other waterbirds, at and around key habitats at and around Great Salt Lake and Utah Lake. Funding also will be used to develop and support habitat management programs to benefit waterbirds. (Requested By: Rep. Snider, C.)	Funding Item Measure
RMAA DNR DPR Capital Budget	State Park Improvements : Complete 15 large scale construction projects	State Park Construction	The appropriation was intended to increase park capacity. The completion of these 15 targeted large scale construction projects will expand park capacity throughout the State. The construction projects are focused on increasing the number of campsites and day-use parking spots and thus increase visitation. The number of actual campsites and parking spots built will depend on construction bids that have yet to be received.	Funding Item Measure
RXAA Public Lands Policy Office	Protection of Utah Natural Resources and Public Lands : Number of NEPA projects funded	Number of Funded NEPA Projects	This measure will document the number of NEPA projects receiving funding.	Funding Item Measure
	Natural Resources Entities Amendments : This is on the table twice. The Office of Energy is reporting a measure for this in Item 140 of this	Natural Resources Entities Amendments	This is on the table twice. The Office of Energy is reporting a measure for this in Item 140 of this table above.	Funding Item Measure
RMAA DNR DPR Capital Budget	Bear Lake State Park Marina Expansion	Bear Lake Marina Expansion	Progress of the marina expansion construction which is to include 300 slips and a new boat launch ramp.	Line Item Measure, Funding Item Measure
RDAA DNR Forestry, Fire & State Lands	Great Salt Lake Sovereign Land Law Enforcement	Number of Contacts Made With Individuals on the Great Salt Lake	This funding would create an additional law enforcement position, signage and trail cameras to help with proper enforcement of law governing the use of off-highway vehicles on the dry lakebed of the Great Salt Lake. (Requested By: Rep. Owens, D.) This measure will be tracking the number of hours patrolled, number of motorized vehicles observed, and the number of contacts made with individuals on the Great Salt Lake.	Funding Item Measure
RSAA Division of Recreation,,ROAA Office of Energy Development	Natural Resources Entities Amendments : Hire a new division director	Hire a New Division of Recreation Director	The majority of this funding is just base budgets being moved from one agency to another as part of agency consolidation or separating base funding from the Division of Parks and Recreation into two divisions. There is a small amount of new funding for the new Division of Recreation to hire a new division director. Another small portion of this funding is new for the Office of Energy in another bill. This is on the table twice and the Office of Energy is reporting a performance measure on it in Item 141 of the table above.	Funding Item Measure
RDAA DNR Forestry, Fire & State Lands	Great Salt Lake Watershed Enhancement	Acre Feet Leased/Acquired to Enhance Water Flow to the Great Salt Lake	This bill enacts the Great Salt Lake Watershed Enhancement Program. Enactment of this legislation could increase dedicated credits revenue to the Attorney General by approximately $5,300 one-time in FY2022 to provide legal services to the Department of Natural Resources - Division of Forestry, Fire, and State Lands. This legislation appropriates $40.0 million one-time from the General Fund in FY2022 to the Department of Natural Resources - Division of Forestry, Fire, and State Lands to issue a grant for the Great Salt Lake Watershed Enhancement Program. Enactment of this legislation could also cost the Department of Natural Resources - Division of Forestry, Fire, and State Lands approximately $5,000 one-time in FY2022 from the Sovereign Lands Management Account for personnel costs. Enactment of this legislation could also cost the Division of Forestry, Fire, and State Lands approximately $5,300 one-time in FY2022 from the Sovereign Lands Management Account for legal services provided by the Attorney General; enactment of this legislation could also cost the Attorney General the same amount in dedicated credits for the provision of those services.	Funding Item Measure
RWAA DNR Water Rights	State Engineer Modifications	Number of Telemetry Devices on the Great Salt Lake Reporting Data	Goal of the funding is to have 30 devices producing publicly available data to inform decisions about the Great Salt Lake's water levels and changes.	Funding Item Measure
RMAA DNR DPR Capital Budget	Utah State Park Amendments : Complete 2 large scale construction projects	New State Parks	The appropriation was made in order for the Division to create and build two new state parks, which also increases the number of visitors we host each year. We will design, engineer, issue construction bids, and begin work on two large construction projects at UtahRaptor State Park and Lost Creek State Park.	Funding Item Measure
	FFSL Supplemental - Fire Suppression/Rehabilitation : Reduction in human caused wildfires	Percent Reduction in Human Caused Wildfires	Reduce the occurrence of human caused wildfires through an intense marketing campaign and strategy to address the number of human caused wildfires the state has seen increasing on a yearly basis.	Funding Item Measure

RNAA DNR Utah Geological Survey		Item Views in the UGS GeoData Archive	The UGS mission is to deliver objective timely scientific information to the public. This measure comes from the analytic system built into the UGS GeoData Archive. It is used as a tracking mechanism to show the level of interest and engagement of users (including local/state/federal government officials and decision makers, private sector/industry, university researchers, K-12 educators and students, and the general public) in geologic issues in Utah.	Line Item Measure
RXAA Public Lands Policy Office	Provo Canyon Resource Management Plan,Monroe Mountain Data Gathering : Report on the results of scientific analysis of grazing and other activities on Monroe Mountain to the Legislative Subcommittee.	Monroe Mountain Grazing Report	The completion and reporting of a document to the legislative subcommittee containing scientific data related to the grazing activity on Monroe Mountain is the output. 1 indicates the report is complete and 0 indicates the written report has not been published.	Funding Item Measure
RCAA DNR Internal Service Fund		DNR ISF: Expenditures.	Expenditures	Line Item Measure
RHAA DNR Pass Thru	Utah Lake Authority : Miles of new trails developed	Utah Lake Trail Development	A portion of this funding ($3,300,000) is to be used by Utah Lake Authority to make new trails around Utah Lake (which includes environmental assessments). Success will be measured by the number of miles of trail developed.	Funding Item Measure
RDAA DNR Forestry, Fire & State Lands	Jordan River Improvements : Improve the navigational hazard obstacle caused by an irrigation diversion structure to the North Point Brighton Canal on the Jordan River.	Resolve Jordan River Navigational Hazard	To improve the diversion dam known as the North Point Brighton structure located within the Jordan River, which has been known to be a navigational hazard within the river corridor.	Funding Item Measure
RPAA DNR Water Resources		Municipal and Industrial Water Use Reduction	This is a conservation related measure. The Division has gone through two legislative audits and a third party review that looked at the data collection and methodology of this measure. The Division has used these audit recommendations and third party review to make the data better. The third party review found that the overall potable water use numbers were within a 1% margin of error.	Line Item Measure
RNAA DNR Utah Geological Survey	Great Salt Lake Groundwater Studies : Complete quantitative analysis and modeling that leads to improved understanding of groundwater interactions with and flows to Great Salt Lake.	Great Salt Lake Groundwater and Water Flow Study	New data and analyses/modeling that take into account groundwater interactions with and water flows to Great Salt Lake and its wetlands are needed to inform and improve water and land-use planning and decision-making. HCR10 passed in 2019 recognizes "the critical importance of ensuring adequate water flows to Great Salt Lake and its wetlands to maintain a healthy and sustainable lake system."	Funding Item Measure
RMAA DNR DPR Capital Budget	Bridal Veil Falls / State Monument / State Park : Complete a feasibility study, primary site design, and estimated ongoing operating and capital costs.	Bridal Veil Falls Park Feasibility	The legislature appropriated this funding to do a feasibility study, primary site design, and estimate ongoing operating and capital costs regarding making Bridal Veil Falls a State Park or Monument. The study needs to be completed and reported back to the legislature before future plans are made.	Funding Item Measure
RAAA DNR Natural Resources Administration	Public Land Education : Number of attendees receiving land management instruction	Effective Social Media Interactions and Contacts	Training and instruction to be given by Utah citizens through 3rd party vendors. The targets will be created as contractual agreements are put in place with the vendors.	Funding Item Measure
REAA DNR Oil, Gas & Mining		Average Inspections Days for Priority 1 Sites	Average number of days to conduct inspections for Priority 1 sites	Line Item Measure
RAAA DNR Natural Resources Administration		Adverse Audit Findings	The aim of DNR Administration is to perform proper and competent financial support according to State guidelines and policies. The success of this effort can be measured by the number of audit findings, with the goal to reduce the number of adverse audit findings in our quarterly State Finance audit reviews. Ideally, the number of findings would be zero.	Line Item Measure
RGAA DNR Species Protection		June Sucker Population Enhancement	Enhance June Sucker population by hitting a target of 5,000 adult spawning June Sucker.	Line Item Measure

RCAA DNR Internal Service Fund		DNR ISF: Retained Earnings	Total Revenue Collections	Line Item Measure
REAA DNR Oil, Gas & Mining		Average Days Between Well Inspections	Average number of days between well inspections	Line Item Measure
RNAA DNR Utah Geological Survey	Economic Impact Study of Natural Resources and Energy Sectors : Complete comprehensive economic impact study of Utah's natural resources and energy sectors, including oil, gas, mining, power generation, and related service and support industries.	Natural Resource and Energy Sector Economic Impact Study	Complete comprehensive economic impact study of Utah's natural resources and energy sectors, including oil, gas, mining, power generation, and related service and support industries. Utah's natural resources and energy industries are highly complex, capital intensive, and are facing unprecedented challenges from the new federal administration. Previous economic impact studies have been done on a very segmented basis. A comprehensive study is needed to inform sound policy decisions.	Funding Item Measure
RKAA DNR DWR Cooperative Agreements		Cooperative Agreements: # of New Wildlifes Species Listed Under ESA	Number of new wildlife species listed under the Endangered Species Act	Line Item Measure
RGAA DNR Species Protection		Delisting or Downlisting of Endangered Species	Delistings or downlistings in the Federal Register per year.	Line Item Measure
RHAA DNR Pass Thru		Disperse Funding According to Legislative Directive	To pass funding from legislative appropriations to other entities, such as zoos, counties, and other public and non-public entities. The goal is to complete these transactions in accordance with legislative direction. A higher result is more desirable.	Line Item Measure
RGAA DNR Species Protection		Red Shiner Eradication	Eliminate 100% of Red Shiner from 37 miles of the Virgin River in Utah	Line Item Measure
5270 WRE Revolving Construction Fund		Dam Safety Projects Funded	This measure represents the number of dam safety upgrade projects finished during the fiscal year. Most of these multi-million dollar construction projects take more than one year to complete.	Line Item Measure
5270 WRE Revolving Construction Fund		Number of Years for All High Hazard Dams to Be Upgraded	This measure represents a rough estimate of when all high hazard dams in the state will be upgraded to minimum safety standards, based on current funding levels and the average cost of past projects.	Line Item Measure
RWAA DNR Water Rights		Parties That Have Been Noticed in Comprehensive Adjudication	This measure tracks the number of parties that have been notified annually for our ongoing adjudication program. It is significant to us to help us track the progress of the program, and helps the division maintain momentum for completing the current adjudication processes.	Line Item Measure
2220 Wildland Fire Suppression Fund		Non-Federal Wildland Acres Burned	Utah's formal fire season is May through October, so "fire season" bridges two state fiscal years, making it important to distinguish between calendar and fiscal year wildfire reporting. This measure uses a five year rolling average to set the target with the intent to stay below that average. This is tracked using GPS technology and data from GIS layers showing land ownership. This measure is important because it helps demonstrate the costs paid by the state for fire suppression.	Line Item Measure
RFAA DNR Wildlife Resources		Hunting and Fishing Participation	Number of people participating in hunting and fishing in Utah.	Line Item Measure
RJAA DNR DWR Contributed Research		Contributed Research: Hunter Satisfaction	Maintain positive hunter satisfaction index for general season deer hunt	Line Item Measure
RTAA DNR DWR Capital Budget		New Motor Boat Access Projects	New Motor Boat Access projects per year.	Line Item Measure
RJAA DNR DWR Contributed Research		Percentage of Elk Units Meeting Their Population Objective	We are measuring the number of elk in each population relative to the established population objective for that unit. The goal of this measure is to maintain strong healthy herds. Each elk unit in the state is managed for a certain number of elk (population objective), and we are measuring the percentage of elk units that are at or above their approved population objective.	Line Item Measure
RTAA DNR DWR Capital Budget		Operating Hatcheries	Number of hatcheries in operation per year.	Line Item Measure
RBAA DNR Building Operations		Improve Customer Satisfaction	Customer service satisfaction with HVAC operation, facility cleanliness and general operations. The Department conducted an initial customer satisfaction survey of the employees in the DNR building (the customers) to see how they felt about certain aspects of the building from janitorial services, cleanliness, HVAC issues, and responsiveness to requests, among other things (measuring how well DFCM cares for and maintains the building). This initial survey was scored and set as the baseline. DNR shared the survey results and comments with DFCM. The Department set a target that things would improve by 10% when they did a follow-up survey a year later using the same questions.	Line Item Measure
RFAA DNR Wildlife Resources		Percent of Law Enforcement Contacts Without Violation	The number of Law Enforcement contacts is tracked to check general compliance with rules and regulations statewide. The higher the percentage without a violation the better, that means people understand and follow the rules.	Line Item Measure
RFAA DNR Wildlife Resources		Shooting Range Participation	Number of participants at DWR shooting ranges.	Line Item Measure

RTAA DNR DWR Capital Budget		DFCM Facility Audit Score	Average score from annual DFCM facility audits.	Line Item Measure
RDAA DNR Forestry, Fire & State Lands	Atlantis USA Foundation	Percent Completion of Research Project to Determine Water Yield Changes	There is limited scientific evidence suggesting that cutting trees or thinning forests in upstream watersheds significantly increases streamflows and water yields downstream. We have been cautious to estimate that increased water yields to the watershed or lakes were made until proper studies can be developed to start testing hydrological data and methodologies. This will engage in one study with the Department of Environmental Quality to start tests and to compile data. More hydrological testing and data will be required in many watersheds but this is a step to start addressing the notion that reducing the number of trees in the watersheds, which use water for their survival and function, might affect streamflows and yield and get more water downstream.	Funding Item Measure
RPAA DNR Water Resources	Water Amendments : Number of secondary water meters funded for small systems	Number of Secondary Water Meters Funded for Small Systems	Small secondary water suppliers that receive funds for secondary meters will be required to educate their customers about conservation. We expect this will reduce water use by up to 30%. As the bill currently stands, these funds cannot be used in counties of the third, fourth, fifth or sixth class; so the number of small systems eligible to apply is limited at this point. If the bill is changed, as we expect it to be, more systems will have the opportunity to apply for these funds and install secondary meters.	Funding Item Measure
ROAA Office of Energy Development	San Rafael Energy Research Center Improvements	San Rafael Energy Research Center Improvements	Emery County has been working to establish an energy research center to further investigate technologies associated with combustion, hydrogen, molten salt, medical isotope generation, and other uses. Emery County requests an appropriation of $2 million to continue to fill the SRERC with priority research equipment, make site improvements, and finish additional space in the building. Prior improvements were funded by the County, CIB, and the State of Utah. (Requested By: Sen. Hinkins, D.)	Funding Item Measure
RWAA DNR Water Rights	Water Reporting Amendments	Percent of Research Questions Answered by Water for Power Study	Percent of research questions about the impacts to the state's water cycle from different methods of electricity generation contained in the RFP answered by the study (Target = 100%), report on measure in August of 2023.	Funding Item Measure
ROAA Office of Energy Development,, CSAA GOV Office of Energy Development	Utah Coal to Carbon Fiber : # of technical publications in peer-reviewed publications and presentations per year recognizing the State of Utah financial support.	Utah Coal to Carbon Fiber Publications	This measure demonstrates the level of research activity that is recognizable at a national level. This metric has been provide in order to meet the legislative timeline, and should be viewed as pending because a contract for the funding has not been established.	Funding Item Measure
REAA DNR Oil, Gas & Mining		Well Drilling Inspections Without Violations	The number of wells that have been drilled without any violations.	Line Item Measure
ROAA Office of Energy Development		Private Investment Leveraged	This measure reflects the dollar amount of investment for every tax credit dollar issued though OED incentive programs. The trend suggests the effectiveness of tax credits in driving investment in the state. This measure is directly related to OED's Mission which is driven by State Energy Policy in UCA 79-6-301.	Line Item Measure
ROAA Office of Energy Development		Constituents Directly Educated	This measure captures participation at educational events where OED is responsible for all or majority of programming. The target is set at 3% above previous year actual. This measure is directly related to OED's Mission which is driven by State Energy Policy in UCA 79-6-301.	Line Item Measure
ROAA Office of Energy Development,, CSAA GOV Office of Energy Development	San Rafael Energy Research Center and USU Partnership : Hire a research director by December 31st, 2021.	San Rafael Energy Research Center Director	This is a new research center. The overall goal is to get the research center up and running. GOPB/LFA to determine at a later date if a long term measure is needed beginning in August of 2022 as this is ongoing funding.	Funding Item Measure
RSBA Division of Recreation-Capital	Bridal Veil Falls Surrounding Trail Development and Improvement	Bridal Veil Falls Trails	The purpose of this proposal is to seek legislative funding to support trail development to and surrounding Bridal Veil Falls in Provo Canyon. As one of Utah County's top tourist destinations, and in consideration of becoming a state monument, funding to develop the trail network would enhance the visitor experience through a sustainable trail network in and around the site, would help disperse visitation, and would compliment already in progress improvements to the interpretive center and parking facilities. The proposed trail development would support the many recreation opportunities at the site including hiking, biking, wildlife viewing, ice climbing, winter viewing, multi-ability, as well as expanded opportunities for youth field trips. With visitation increasing every year, and with expected increases continuing through state monument designation, expanded capacity for locals and tourists to enjoy this unique site would be supported through this appropriation. (Requested By: Rep. Stratton, K.)	Funding Item Measure
RLAA DNR Parks & Recreation		Total Revenue Collections	Total Revenue Collections	Line Item Measure
RDAA DNR Forestry, Fire & State Lands		Number of Acres Along Jordan River Treated for Invasive Weeds	For many years, the Great Salt Lake and Utah Lake have benefitted from ongoing appropriations for weed management programs. As the connecting link between these two lakes, an effective weed management program for the Jordan River will improve the efficiency of the lake weed management programs. The Jordan River Commission recently formed a cooperative Weed Management area (CWMA) to help state agencies and local governments more effectively tackle invasive species such as phragmites. Russian olive, tamarisk and puncturevine (goat heads). Taking positive steps to mitigate invasive species will reduce wildfire risk, improve water quality and water flow to the Great Salt Lake, increase public safety, expand wildlife habitat, and support high quality outdoor recreation experiences for individuals and families. (Requested By: Rep. Handy, S.)	Funding Item Measure
RFAA DNR Wildlife Resources		Aquatic Invasive Species Tracking System Implementation	The funding will be used to procure a software license, renewable annually, for the necessary software and hardware to operate an AIS tracking system. This system will allow the DNR to be able to better and more efficiently ensure that the multi-state quagga mussel decontamination database is up to date and accurate, greatly aiding in the effort to prevent the spread of quagga mussels	Funding Item Measure
RLAA DNR Parks & Recreation		Gate Revenue in State Parks	Gate Revenue	Line Item Measure

RPAA DNR Water Resources,,5282 Water Infrastructure Fund	Water Related Changes	Number of Tasks Outlined in HB280 That Are Completed by Their Deadline	This performance measure will help track when studies and reports are completed to evaluate if the state should combine funding sources for different aspects of water infrastructure. The tasks in HB280 that need to be tracked and completed are the following: prepare a report for the council identifying which funds should be used in the planning and prioritization process or consolidated by 9/1/24, study and recommend which funds should be tied to the planning and prioritization process by 10/31/24, adopt an annual water infrastructure agency plan that ranks projects by 6/30/25, study and recommend a new water fee for water providers by 10/31/25, adopt a unified water infrastructure plan by 3/1/26, develop a written prioritization process for ranking and prioritizing water infrastructure projects by 6/30/26 and publish a state water plan by 12/31/26	COBI Measure, Funding Item Measure
RHAA DNR Pass Thru	"Wild Utah" At Utah's Hogle Zoo	Number of Annual Visitors to the Hogle Zoo	This item measures annual attendance at the Hogle Zoo. The ongoing General Fund Appropriation in the DNR Pass Thru line item is comprised of dedicated funding for the zoo. This information can help the legislature understand how many constituents their investment reaches each year. This measure also captures the impact of one-time additional General Fund appropriations provided by the legislature. 2021 General Session: Hogle Zoo ($150,000); 2022 General Session: "Wild Utah" at Utah's Hogle Zoo ($1,500,000).	Line Item Measure, Funding Item Measure
RWAA DNR Water Rights	Water Rights Data Management Improvements	Number of Cooperative Agreements Executed That Address OLAG Audit Findings	There is an increase in need for water data that is structured in a way that can be publicly accessed and used to address a wider scope of management needs, such as distribution accountability, and water use transparency. The Office of the Legislative Auditor General identified water use data management as the most critical issue facing the state in its recent Risk Assessment Report. Consequently, the Division of Water Rights will enter into cooperative studies with Utah State University to develop a roadmap for the creation and implementation of a comprehensive hydroinformatics framework that will enhance greater transparency, accessibility, and accuracy of water data throughout the state.	COBI Measure, Funding Item Measure
RPAA DNR Water Resources		Number of Projects Funded by the Conservation and Development Fund	This represents the number of water conservation and development projects funded by the Board of Water Resources during the year. Each project is unique but most are agricultural efficiency projects, meaning they save thousands of acre-feet of agricultural water on an annual basis. The water saved can be put to additional uses.	Line Item Measure
RXAA Public Lands Policy Office	Public Lands Legal Counsel	Attorney Turnover	The goal of this measure is to reduce PLPCO attorney turnover for FY 25. The goal is less than 2 FTE turnover in the fiscal year. This one-time funding will provide contracting services that should alleviate PLPCO attorney overtime hours.	Funding Item Measure
RXAA Public Lands Policy Office	Professional Services - Public Lands Issues	Percent of Public Land Cases Settled Favorably	To assess the efficiency and impact of funds allocated towards legal counsel for addressing public lands issues.	Funding Item Measure
RNAA DNR Utah Geological Survey		UGS Interactive Map Layers Usage	The UGS mission is to deliver objective and timely scientific information to the public. This metric is tracked using ESRI statistical software embedded into interactive map applications and Google Analytics Data. This is used as a tracking mechanism to show the level of interest and engagement of users (including local/state/federal government officials and decision makers, private sector/industry, university researchers, K-12 educators and students, and the general public) on geologic issues in Utah.	Line Item Measure
RNAA DNR Utah Geological Survey		Public Engagement of UGS Reports	Google Analytics tracking is embedded into the UGS website, so that every time a UGS publication is downloaded from our website, the count is updated. Tracking access gauges the level of interest and engagement of users (including local/state/federal government officials and decision makers, private sector/industry, university researchers, K-12 educators and students, and the general public) in geologic issues in Utah. The UGS mission is to deliver objective, timely scientific information to the public.	Line Item Measure
RWAA DNR Water Rights		Timely Processing of Uncontested Applications	The indicator measures the number of days for the Division of Water Rights to act on filed applications to appropriate change applications or exchange applications. This indicator measures the performance of the Division acting on applications in a timely manner.	Line Item Measure
REAA DNR Oil, Gas & Mining		Timing of Issuing Coal Permits	This measure reflects the timeliness of meeting deadlines set by rule or internally for issuing permits by the Coal Program staff.	Line Item Measure
RKAA DNR DWR Cooperative Agreements		Habitat Acres Restored Annually	The annual number of acres restored to a more properly functioning condition through projects approved and funded through the Wildlife Habitat Account (Habitat Council) and Watershed Restoration Initiative. This includes rangelands, forest, streams, wetland/riparian, and wildfire burned areas. Lands restored includes state, BLM, USFS, and private lands. Benefits of restored lands includes: increase forage for wildlife and livestock, restore high fire risk habitat to a more fire resistant and resilient condition, create firebreaks to limit spread of fire, improve water quality (and water yield), and reduce spread of invasive weeds.	Line Item Measure
RDAA DNR Forestry, Fire & State Lands		Implement Three Plans for the Requirements Outlined 65A- 10-1 (a-j)	The Utah Lake Study deliverables will include: Summary document of Utah Lake Needs and State Engineer Consultation. Summary document of Utah Lake Study - including findings and implementation plan for the requirements outlined in 65A- 10-1(a-j) this will include but is not limited to data files or other geographic data associated with the project including ArcInfo coverages, shapefiles, layers, geodatabases or other spatially derived or geoprocessed data with the associated attributes or related tables and databases Presentation for FFSL to deliver to the Natural Resources, Agriculture, and Environment Interim Committee	Funding Item Measure
2220 Wildland Fire Suppression Fund		Rate of Human-Caused Wildfires	There is a comprehensive statewide interagency approach to reducing human-caused fires which includes educating the public. The division feels this metric is the most direct measurement of success for their education efforts. This item is tracked using the number of fire investigations that interagency personnel perform and determine the cause to be human actions. This measure is important so that the division can determine if fires were preventable and if costs can be recouped.	Line Item Measure
RSAA Division of Recreation	Natural Resources Revisions	Hire a Planner for the Division of Recreation	This bill modifies provisions related to the management, regulation, conservation, and use of natural resources. Enactment of this legislation appropriates $120,000 ongoing from the General Fund to the Conservation line item at the Department of Agriculture and Food. The bill also appropriates $130,000 ongoing from the General Fund to the Pass Through line item at the Department of Natural Resources (DNR). The bill further appropriates $150,000 ongoing from the General Fund to the Recreation Management line item at DNR and transfers $338,700 ongoing from the General Fund from the Business Outreach & International Trade line item at the Department of Economic Opportunity to the Recreation Management at DNR. The bill would also transfer the legal costs of estimated $7,500 ongoing from the General Fund associated with the administration of the LeRay McAllister Critical Land Conservation Program from the Governor's Office to the Department of Agriculture and Food. All the appropriations and transfers begin in FY 2023.	Funding Item Measure
RNAA DNR Utah Geological Survey	Groundwater and Wetland Management Resources	Acres of Wetlands Mapped in the Provo River Basin	This funding item is intended to accomplish several things, including: identify and measure 10 wells and 20 springs near and in Great Salt Lake, analyze chemical data from 48 sites in our watershed monitoring program, map wetlands in 40,000 acres, and increase participation in interagency committees. For the purposes of this funding item measure, this measure captures in the initial year of funding how close to 40,000 acres was mapped for the Provo River wetland mapping project (40,000 being the estimate of the need in the area).	Funding Item Measure

RAAA DNR Natural Resources Administration		Percent of Budget From Non-General Fund Sources	To reduce burden on the general fund, and all tax payers, the Department Administration has set a goal to rely more on non-General Fund sources than the General Fund. The funding ratio is based on funding sources for the entire department (not just DNR administration). The target was raised from 70% to 80% over the last decade as the Department has focused on becoming less dependent on general sales tax. A result above the target is more desireable.	Line Item Measure
RHAA DNR Pass Thru		Maintain Auditing Costs Less Than 8% of Appropriations	This measure captures if the Administration is being efficient in auditing pass through funds. The Administration provides structure and framework to ensure that funds are properly spent. The goal of these funds are to keep the costs of auditing and administering at 8% or less of the funding appropriated for pass-through projects. A lower result is more desireable.	Line Item Measure
2220 Wildland Fire Suppression Fund		Number of Entities Participating in the Cooperative Wildfire System	This measure helps track statewide Wildfire preparedness. This target is the number of participating entities, where the goal is a an annual year-over year increase. An entity is a county, municipality, fire district, etc., participating in the fire policy and is thus eligible to have suppression costs paid by the State if they meet certain criteria and provide matching in-kind or hard dollar funds that aid in the pre-suppression or suppression efforts.	Line Item Measure
RDAA DNR Forestry, Fire & State Lands	Strategic & Targeted Forest Fire Treatment & Mitigation : Successful application or use of the unique mechanical fire mitigation and aspen regeneration treatment on state or federal land within or adjacent to the Utah Shared Stewardship priority areas.	Acres Treated for Fire Mitigation and Aspen Regeneration	Successful application or use of the unique mechanical fire mitigation and aspen regeneration treatment on state or federal land within or adjacent to the Utah Shared Stewardship priority areas. 1. FFSL is able to find appropriate applications of the "unique mechanical fire mitigation and aspen regeneration treatment" on state or federal land within or adjacent to the Utah Shared Stewardship priority areas. 2. FFSL is able to effectively use State funding to achieve successful treatments on approximately 1000 acres of state or federal land. 3. FFSL is able to ensure that the "unique mechanical treatments" are applied in a technically appropriate manner to achieve fire mitigation and aspen regeneration objectives.	Funding Item Measure
RFAA DNR Wildlife Resources	Wetland and Wildlife Acquisition	# of Acres Acquired for Wetland and Wildlife Acquisition	DWR will use funding to find and acquire available properties near the Great Salt Lake. These properties will be used to preserve critical wildlife habitat and water shares while also providing public access.	Funding Item Measure
RXAA Public Lands Policy Office		Percent of Counties With Favorable Review of PLPCO Interactions	A customer survey is sent every year to Utah Counties asking how PLPCO has performed in supporting and assisting with public land issues. The metric is based on the satisfaction of these customers. This measure is the percentage of counties in the state which reported PLPCO's work as "extremely" or "very satisfying." This measure is used because PLPCO works extensively with county governments. If the local governments are satisfied with the work PLPCO does, then PLPCO is utilizing the appropriated resources well.	Line Item Measure
ROAA Office of Energy Development		Percent of Annual Milestones Achieved in U.S. D. O.E. Funded Programs	OED tracks and reports quarterly to the U.S. Dept. of Energy on progress achieved toward milestones. The State Energy Program (SEP) has four areas that OED focuses on: 1) Energy Education, 2) Energy Emergency Management and Transportation, 3) Energy Efficiency, 4) Distributed Energy Resources and Renewable Energy. The SEP grant is awarded for three years, requiring an application each year containing milestones for the upcoming SEP grant. Those milestones change from year to year and can be made available upon request. OED's federal programs are a critical component of OED's Mission which is driven by State Energy Policy in 79-6-301.	Line Item Measure
RSAA Division of Recreation		Percent of staff time spent on on-the-ground projects	Percent of staff time spent on on-the-ground projects	Line Item Measure
ROAA Office of Energy Development		Energy Education and Workforce Development Training Opportunities	This measure captures the number of energy education and workforce development training opportunities provided through classroom, webinar, and field trainings, as well as educational presentations, blogposts, and podcasts. Energy education and workforce development training opportunities are a part of the State Energy Program (SEP). These opportunities may be contracted out to outside partners or developed and hosted by the OED staff. Quarterly, the Office tracks the number of opportunities, method of delivery, and the staff or contractor providing the training.	Line Item Measure
RSAA Division of Recreation		Completion of adult OHV Education Course	Completion of adult OHV Education Course	Line Item Measure
RSAA Division of Recreation		Completion of youth OHV Education Course	Completion of youth OHV Education Course	Line Item Measure
RSAA Division of Recreation		OHV Contacts made during patrols	OHV Contacts made during patrols	Line Item Measure
RSAA Division of Recreation		Completions of the Youth Personal Watercraft Course	Completions of the Youth Personal Watercraft Course	Line Item Measure
RSAA Division of Recreation		Boating Vessel Inspections completed	Boating Vessel Inspections completed	Line Item Measure
RSBA Division of Recreation-Capital		Division's snowcats down time due to preventable accidents	Division's snowcats down time due to preventable accidents	Line Item Measure
RSBA Division of Recreation-Capital		Division assets receiving preventative maintenance	Division assets receiving preventative maintenance	Line Item Measure

RSBA Division of Recreation-Capital		OHV Recreation grants awarded	OHV Recreation grants awarded	Line Item Measure
RSBA Division of Recreation-Capital		Federal funds awarded from the Land and Water Conservation Fund	Federal funds awarded from the Land and Water Consveration Fund	Line Item Measure
RSBA Division of Recreation-Capital		Federal funds awarded from the Recreation Trail Program	Federal funds awarded from the Recreation Trail Program	Line Item Measure
RSBA Division of Recreation-Capital		Utah Outdoor Recreation Grant dollars spent in rural areas	Utah Outdoor Recreation Grant dollars spent in rural areas	Line Item Measure
RYAA Office of the Great Salt Lake Commissioner	Amendments Related to the Great Salt Lake	Completion and Approval of Strategic Plan	Per HB491, the new GSL Commissioner will complete and submit a strategic plan on or before November 30, 2023 to the Governor, Speaker of the House, and the Senate President. The Governor then needs to approve the plan by December 31, 2023. Successful performance will be measured by final approval of the plan by the Governor by December 31, 2023.	Funding Item Measure
RFAA DNR Wildlife Resources	Wildlife Resources Land Purchase	Wildlife Resources East Canyon Land Purchase	The primary focus for the purchase of this land is the preservation of wildlife and outdoor recreation. This valuable land will also safeguard the historical Mormon Trail, and will increase camping, hiking, and other family-friendly activities within the vicinity of East Canyon State Park in Morgan. DWR has entered into a Purchase Agreement to buy the 2,600-acre East Canyon property. DWR will follow all statutory and administrative rule guidelines when purchasing real property, including Governor approval. DWR will close and take fee title to the East Canyon property.	COBI Measure, Funding Item Measure
RWAA DNR Water Rights	Water Rights Measurement and Data Enhancements	Number of Cooperative Agreements Entered Into	The intended use of this appropriation is to fund cooperative studies and water rights distribution infrastructure that enhance the State Engineer's ability to administer and distribute the state's water. The cooperative studies will include a gap analysis on measuring devices and telemetry within the Great Salt Lake (GSL) basin, a study of hydrologic gains and losses within the GSL basin, the development of a White Paper on water rights distribution accounting, a hydro-informatics needs-assessment on the State Engineer's data infrastructure, and the development of an Agricultural Water Optimization Depletion Quantification framework. Funding will also go to establish measurement sites identified in the current gap analysis study for the Colorado River Basin. This work will be done in coordination with the Colorado River Authority of Utah; Utah State University's Institute of Land, Water and Air; USGS; and other state and federal partners.	Funding Item Measure
ROAA Office of Energy Development	State Match for IIJA Grid Resilience Formula Grant	Number of Grid Resilience Research Projects Funded	Project goals include improved electric grid resilience and reliability, and reduced siting and permitting barriers (which currently hamper needed transmission buildout).	Funding Item Measure
ROAA Office of Energy Development	Statewide Energy Policy Amendments	Number of Applicants (for New Research Grant Program)	After establishing the grant application process in October of 2023, this measure captures the number of applicants to the program, which communicates interest in the program and how well OED is marketing the opportunity.	Funding Item Measure
RDAA DNR Forestry, Fire & State Lands	Fire Prevention Education Campaign	Percent of Human-caused Wildfires	The Division's wildfire prevention program "FireSense" was funded for three years (ending in FY 2023). In 2021, the Utah Department of Natural Resources reported a dramatic reduction in human-caused wildfires-a 51% decrease amid another year of severe drought. Historically, humans account for nearly 70% of wildfire starts in Utah; and in 2021, DNR launched the Fire Sense campaign to educate the Utah public on how to be a part of the long-term prevention solution. This funding item provides one-time funding to continue the program for another 3 years and the goal with this funding would be to maintain a 5% reduction over the FY2020 human-caused rates.	Funding Item Measure
RDAA DNR Forestry, Fire & State Lands	Utah Lake Improvements , Utah Lake Authority (In)	Number of Access Points Improved at Utah Lake	One of the intended uses of the ongoing funding is to improve access points for Utah Lake. This measure captures how well that piece of the funding was executed.	Funding Item Measure
RAAA DNR Natural Resources Administration		Ratio of Total Employees to Administration	This measures the efficiency of the Department of Natural Resources (DNR) administrative function whose purpose is to provide leadership, vision, and uniformity throughout the department, and make tasks in divisions easier by performing some of the department-wide functions. This measure matches the DNR Administration's mission to provide leadership that facilitates economic development and wise use of natural resources. Tracking this measure annually gives the Administration a guideline to follow and helps them make adjustments if it appears they are becoming inefficient. This metric is calculated based on the ratio of all FTE job titles and types in DNR Administration (line items RAAA, RGAA, RGCA) compared to total FTE's for the entire department. The reported results are read as # (total FTEs) to 1 (Admin FTE). A higher number is considered more efficient, a lower result indicates that there are more administrative employees than is considered efficient.	Line Item Measure
RXAA Public Lands Policy Office	Grand Staircase Monument Rangeland Health Study	Number of Spatial Datasets Produced to Assist With Litigation	The Grand Staircase Monument Rangeland Health Study funding item aims to provide a third party evaluation of the health of grazing allotments in the Grand Staircase Monument. This type of data, summarized spatially (GIS data) is useful in expediting litigation which saves money for tax payers. The goal is to produce at least one dataset which can be used in litigation efforts, if they arise.	Funding Item Measure
RPAA DNR Water Resources	Turf Replacement Rebates	Square Feet of Grass Replaced With Waterwise Landscape	The Division of Water Resources has been tasked with implementing a landscape incentive program for the replacement of grass with waterwise landscaping. This measure tracks the success of the landscape incentive program. This performance measure tracks the progress of utilizing this one-time appropriation.	Funding Item Measure
RPAA DNR Water Resources	Water Efficient Landscaping Incentives	Landscape Incentives-Square Feet of Grass Replaced With Waterwise Landscape	The Division of Water Resources has been tasked with implementing a landscape incentive program for the replacement of grass with waterwise landscaping. This measure tracks the success of the landscape incentive program. This performance measure tracks the progress of utilizing this one-time appropriation.	Funding Item Measure
RPAA DNR Water Resources	Water Amendments	Number of Municipalities and Counties Technical Assistance Is Offered To	This measure demonstrates the Division's commitment to providing assistance to municipalities and counties to increase awareness of water use impact beyond meeting municipality demands. The Division is in a unique position to share practices and programs that have been developed throughout the state, decreasing duplicity of efforts by municipalities and counties.	Funding Item Measure

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5275 Water Resources Conservation & Development Fund	Wasatch Front Aqueduct Resilience	Linear Feet of Pipeline Constructed	This measure will track the linear feet of water aqueduct/pipeline that is constructed and/or reinforced to reduce water service lost during earthquakes/landslides, particularly on the Wasatch Fault.	Funding Item Measure
RDAA DNR Forestry, Fire & State Lands	Catastrophic Wildfire Reduction Strategy	Acres of Hazardous Fuels Reduction Treatment	The Catastrophic Wildfire Reduction Strategy focuses on improving resiliency of communities in the wildland-urban interface and also on fuel load reduction in forests. (Program information and strategy document are available on the division's website: https://ffsl.utah.gov/catastrophic-wildfire-risk-reduction.) This measure captures the number of acres for which hazardous fuels are removed as a preventative measure against catastrophic wildfires.	Funding Item Measure
RPAA DNR Water Resources	Secondary Water Meters	Water Conserved From New Projects (by Metered Secondary Providers)	This measure tracks the amount in acre feet of water conserved by new water conservation projects constructed/installed by entities who installed secondary meters before May 4, 2022, (as outlined in HB242 of the 2022 general session and contained in Utah Code 73-10-34.5). This funding's performance will be measured in the acre feet of water conserved from the effects of conservation projects implemented by secondary water providers who have previously installed meters and have been awarded grants for additional projects as a result of this funding.	Funding Item Measure
RMAA DNR DPR Capital Budget	Supplemental Funding to Complete Phase One of Utahraptor State Park	Complete Phase 1 of Utahraptor State Park Construction	This performance measure assesses State Parks ability to complete the construction project according to the planned schedule. By tracking the percentage of construction activities that are completed on or ahead of schedule, the agency can ensure that the project stays on track and is completed within the designated timeframe. The Division would like to note that there maybe circumstances that arise that are out of our control that may impede the project schedule. Those circumstances will include weather, supply and demand issues and federal permitting.	Funding Item Measure
RMAA DNR DPR Capital Budget		Complete Phase 1 of Utahraptor State Park Construction	This performance measure assesses State Parks ability to complete the construction project according to the planned schedule. By tracking the percentage of construction activities that are completed on or ahead of schedule, the agency can ensure that the project stays on track and is completed within the designated timeframe. The Division would like to note that there maybe circumstances that arise that are out of our control that may impede the project schedule. Those circumstances will include weather, supply and demand issues and federal permitting.	Funding Item Measure
ROAA Office of Energy Development		Number of Applicants That Apply for New Research Grant Program	Create the new research grant program and have 30 applicants apply for the program.	Funding Item Measure
RDAA DNR Forestry, Fire & State Lands	Comprehensive Watershed Restoration	Number of Acres Treated (Comprehensive Watershed Restoration)	This request would fund coordinated, landscape-scale watershed restoration to increase forest health, protect at risk communities and infrastructure from catastrophic fire, increase water quality and water yield, and improve wildlife habitat. This restoration would include on-the-ground restoration work, grant writing contracts to access matching funds, education and outreach, research on the region's watershed and water needs, planning, and NEPA work.	Funding Item Measure
3000 Capital Projects	Loa Fish Hatchery (Building Board Recommendation)	Loa Fish Hatchery Reconstruction	These funds would be used to completely rebuild the Loa fish hatchery, which was originally constructed in 1935, and until 2014 produced roughly 180,000 pounds of fish annually. The Loa hatchery is crucial to meeting angler demand into the future. Its productivity will be vital to maintaining similar levels of recreational fishing as our state population continues to grow.	Funding Item Measure
ROAA Office of Energy Development	San Rafael Energy Research Center Improvements & Operations	Funding Leveraged (for Operations and to Purchase Hot Cell)	Leverage the $1.7 million to secure $2.3 million in matching funds in order to purchase research equipment and further research priorities.	Funding Item Measure
RMAA DNR DPR Capital Budget	Antelope Island Visitor Center	Construction of a New Visitor Center at Antelope Island.	This performance measure assesses State Parks ability to complete the construction project according to the planned schedule. By tracking the percentage of construction activities that are completed on or ahead of schedule, the agency can ensure that the project stays on track and is completed within the designated timeframe. The Division would like to note that there maybe circumstances that arise that are out of our control that may impede the project schedule. Those circumstances will include weather, supply and demand issues and federal permitting.	Funding Item Measure
5270 WRE Revolving Construction Fund	Dam Safety Upgrades	Number of Utah High Hazard Dam Upgrade Projects	The Division of Water Resources has been tasked by the legislature to provide funding for upgrading state-regulated High Hazard Dams to meet minimum safety standards. This is being accomplished through ongoing and one-time state appropriations. This performance measure tracks the progress of utilizing the latest one-time appropriation.	Funding Item Measure
RUAA Wildlife Land and Water Acquisition	Wildlife Related Amendments	Wildlife Land and Water Acquisition	The DWR will use the Wildlife Land and Water Acquisition account to locate and acquire land that meets the criteria of the program. When evaluating land or water acquisitions, the division will prioritize the following criteria by ranking them as high or low. Our goal is to target land or water purchases that rank high in at least three out of the five criteria. 1.Wildlife Population: Assess the abundance, diversity, and health of wildlife species on the land. 2.Habitat Restoration and Enhancement: Assess the success of habitat restoration or enhancement efforts on the land. Including growth and health of native vegetation, the return of native species, and the overall improvement in habitat quality. 3.Water Quality and Quantity Assessment: Evaluate the quality and availability of water resources on the land. Including monitoring water sources, conducting water quality testing, and assessing the overall health of aquatic ecosystems. 4.Biodiversity Assessment: Evaluate the biodiversity value of the land. Including factors such as the number of native species, presence of endangered or threatened species, and habitat quality. 5.Recreational Access: Assess the level of access and quality of opportunities for hunting, fishing, and trapping on the land.	Funding Item Measure

RPAA DNR Water Resources	Cloud Seeding Program	Number of Remote & Manual Cloud Seeding Generators Installed & Operational	Utah has been cloud seeding since the early 1950s to help augment the state's water supply. The Cloud Seeding Act of 1973 gave authority to the Utah Division of Water Resources to oversee state cloud seeding projects. Ground-based seeders shoot silver iodide into winter clouds where it helps form ice crystals. The seeders are placed along foothills and higher elevations where the release is timed so that air currents carry them high into the cloud. For more information, see: https://water.utah.gov/cloudseeding/ The funding made available will enable a significant expansion of the state of Utah's cloud seeding program, primarily in the form of new, ground-based cloud seeding generators. Most of these generators will be manually operated and will be supplemented with a significant number of remote-operated generators installed in mountainous areas. All generators will target areas not currently seeded or fill in gaps in existing cloud seeding areas. The funding will also include the outfitting of two airplanes to directly seed storms in southern and northern Utah, increasing the efficiency of operations in key areas. In addition to this measure's focus on generators we will be hiring an FTE with expertise in meteorology to oversee this effort and will also implement aerial cloud seeding in both northern and southern Utah. But for the purposes of this performance measure we will focus on getting new generators manufactured, installed and operational around the state.	Funding Item Measure
RPAA DNR Water Resources	Utah Water Ways	Grants, Donations, and Private Funds Generated by Utah Water Ways	This measure tracks the productivity of the Utah Water Ways non-profit organization to generate private fund donations to supplement the funding appropriated by the legislature, which under 79-4-408 is defined as a core purpose to "seek grants, gifts, donations, devises, and bequests."	Funding Item Measure
RXAA Public Lands Policy Office		1 Contract With Garfield County	The following five counties in Southern Utah: Beaver, Garfield, Kane, Piute and Wayne Counties, and their allied public lands stakeholders, in public lands, require assistance related to NEPA and other administrative matters and judicial challenges and litigation.	
ROAA Office of Energy Development	Electric Vehicle Infrastructure in Rural Utah	Rural EV Infrastructure	To enable rapid charge electric vehicle infrastructure in rural Utah, the rural EV infrastructure program will provide a $3,000,000 matching grant program to electric co-operatives to implement EV infrastructure in rural Utah based on priority framework. Most of our rural areas do not have the density in their membership to justify the cost of installing rapid EV chargers. This program helps them install these chargers before they otherwise would. (Requested By: Sen. Hinkins, D.)	Funding Item Measure
ROAA Office of Energy Development		Percent of RESTC Tax Incentive Applications Processed Within 30 Days	OED receives tax incentive applications for the renewable energy system tax credit (RESTC). Processing, including attracting applicants, responding to questions, and assisting with applications, should be completed within 30 days. This item measures the percentage of applications processed in that 30-day time frame. RESTCs are directly related to OED's Mission which includes the "provision of affordable, reliable and sustainable energy through industry assistance."	Line Item Measure
RJAA DNR DWR Contributed Research		Contributed Research: % of Mule Deer Units > 90% of Population Objective	Percentage of mule deer units at or exceeding 90% of their population objective	Line Item Measure
RDAA DNR Forestry, Fire & State Lands	Jordan River Cooperative Weed Management Fund	Acres Treated for Invasive Species Along the Jordan River	For many years, the Great Salt Lake and Utah Lake have benefitted from ongoing appropriations for weed management programs. As the connecting link between these two lakes, an effective weed management program for the Jordan River will improve the efficiency of the lake weed management programs. The Jordan River Commission recently formed a cooperative Weed Management area (CWMA) to help state agencies and local governments more effectively tackle invasive species such as phragmites. Russian olive, tamarisk and puncturevine (goat heads). Taking positive steps to mitigate invasive species will reduce wildfire risk, improve water quality and water flow to the Great Salt Lake, increase public safety, expand wildlife habitat, and support high quality outdoor recreation experiences for individuals and families. (Requested By: Rep. Handy, S.)	Funding Item Measure
RKAA DNR DWR Cooperative Agreements	Quagga Mussel Treatment Tanks, Quagga Mussel Tracking System	Aquatic Invasive Species, Public Contacts and Boat Decontaminations	One of the ways DWR is measuring their efforts to prevent the spread of aquatic invasive species, is by tracking the number of public contacts nd boat decontaminations.	Line Item Measure, Funding Item Measure
RPAA DNR Water Resources		Percentage of Precipitation Increase From Cloud Seeding	Understanding the amount that cloud seeding augments winter precipitation is important because it is the primary purpose of the weather modification program. To estimate the effect of cloud seeding activity on winter precipitation, statistical methods are used which compares precipitation measured in mountains that are outside the area impacted by cloud seeding to precipitation measured inside the cloud seeding target area. The long term difference represents the impact resulting from cloud seeding activity.	Line Item Measure
RXAA Public Lands Policy Office		1 Time Limited Attorney	Attorney will work to ensure that proposed resource management decisions and federal policies that impact rural Utah align with Utah's management plans and objectives.	
REAA DNR Oil, Gas & Mining	Geological Carbon Sequestration Amendments	Successful Creation of Draft Administration Rule to Establish Primacy	This bill authorizes the Division of Oil, Gas, and Mining and the Board of Oil, Gas, and Mining to establish regulations for the geologic storage of carbon. If primacy is authorized by the Environmental Protection Agency, enactment of this legislation would create two restricted funds, which would collect fee revenues that are to be determined by the Board of the Division of Oil, Gas, and Mining. Enactment of this legislation could cost the Division of Oil, Gas, and Mining $320,000 one-time from the General Fund in FY 2023 to obtain primacy from the Environmental Protection Agency for class VI injection wells. If primacy is authorized by the Environmental Protection Agency, enactment of this legislation could drive future undefined regulatory costs for the Board of the Division of Oil, Gas, and Mining.	Funding Item Measure
RDAA DNR Forestry, Fire & State Lands		Communities With 'Tree City USA' Recognition	Part of our mission is to strengthen Utah's forests. Our urban forests are becoming more and more important in improving the quality of life for our citizens. FFSL works with communities to get them awarded 'Tree City USA' status, a well recognized national standard established by the Arbor Day Foundation. That is the principle of the Urban and Community Forestry program. When standards are met and a city is recognized, they are strengthening Utah's forests by caring for their urban forests properly. The division tracks the number of Tree City USA communities in Utah that achieve the four core standards for sound urban and community forest management which is significant to FFSL and the Urban and Community Forests program because they are necessary for sound urban and community forestry management. The four core standards are: maintaining a tree board or department; having a community tree ordinance; spending at least $2 per capita on urban forestry; and celebrating Arbor Day.	Line Item Measure

RDAA DNR Forestry, Fire & State Lands	Utah Lake and Great Salt Lake Study Amendments	Number of Recommendations on Enhancing the Benefits of Utah Lake	As outlined in 65A-10-5(1), the study requires a determination of how to enhance benefits of Utah Lake, including: (a) improving the clarity and quality of the water in Utah Lake; (b) conserving water resources in and around Utah Lake; (c) removing invasive plant and animal species, including phragmites and carp, from Utah Lake; (d) restoring and improving littoral zone and other plant communities in and around Utah Lake; (e) restoring and conserving native fish and other aquatic species in Utah Lake, including Bonneville cutthroat trout and June Sucker; (f) increasing the suitability of Utah Lake and its surrounding areas for shore birds, waterfowl, and other avian species; (g) maximizing, enhancing, and ensuring recreational access and opportunities on Utah Lake; (h) otherwise improving the use of Utah Lake for residents and visitors; (i) substantially accommodating an existing use on land in or around Utah Lake; and (j) providing any other benefits identified by the division.	Funding Item Measure
RDAA DNR Forestry, Fire & State Lands		Number of Trained Firefighters	This measure tracks the number of wildland firefighters trained to certified standards (the number of annual certifications issued). The more firefighters the division can train to proper standards--including division employees, career (often urban) firefighters, and rural fire department volunteers--the better the local resources are for initial attack to control wildfires when they are small. Training more staff to a higher level, resulting in qualified wildland firefighters is key to keeping the costs of wildfire low.	Line Item Measure
RDAA DNR Forestry, Fire & State Lands		ULA Will Make Substantial Progress on Goals Outline in 11-65 and ULA Plan.	Success will be measured through the completion of projects such as the improvement of access points, creation of advisory groups and by hosting at least 5 ULA Board meetings	
RXAA Public Lands Policy Office		Percent of Agencies With Favorable Review of PLPCO Interactions	Every year, surveys are sent out by PLPCO to the major agencies utilizing PLPCO's expertise. These surveys include questions relating to how satisfied the agency is with the work product received from PLPCO. This measure is the percentage of State natural resource agencies working with PLPCO which reported PLPCO's as extremely or very satisfying. This measure is used because PLPCO works extensively with multiple State agencies. If the agencies are satisfied with the work PLPCO does, then PLPCO is utilizing the appropriated resources well. Questions are constructed so as to identify agency-specific items provided by PLPCO which the agency relies on.	Line Item Measure
RNAA DNR Utah Geological Survey	Wetland Amendments	Determine the Viability of an In-lieu Fee Program	We will measure the project completion or status. The project will include research, interviews (about 15), and a final report.	Funding Item Measure
RDAA DNR Forestry, Fire & State Lands	Shared Stewardship Forest Management, Shared Stewardship Wildfire Prevention : Increase the number of acres directly and effectively treated in priority areas, Shared Stewardship Wildfire	Acres Treated (Shared Stewardship)	Utah Shared Stewardship Agreement is implemented by the Department of Natural Resources, Public Lands Policy Coordinating Office, U.S. Forest Service and the Natural Resource Conservation Service. The Agreement was signed by Governor Herbert and the U.S. Secretary of Agriculture on May 22, 2019. It includes six mutual commitments to protect Utah communities and watersheds from the threat of catastrophic wildfire. Performance will be tracked annually using GIS analysis. Shared Stewardship provides a framework for cross boundary, landscape-scale management of forests throughout the state to protect communities and watersheds from the threat, and negative impacts of large catastrophic wildfires. Through jointly identified priorities and combined resources, Shared Stewardship enables land managers to address the wildfire crisis at the right scale and pace. This performance measure aligns with KPI #3 included in the 2020 KPI Report, associated with the 2019 Shared Stewardship agreement, which is to "Increase the number of acres directly and effectively treated in priority areas."	Funding Item Measure
RDAA DNR Forestry, Fire & State Lands	Shared Stewardship	Ratio of Funding Leveraged From External Partners	Partner with federal and local entities to increase available funding either through hard dollar match or in-kind contributions. The goal is to at least leverage a 1:1 match from state dollars appropriated.	Funding Item Measure
RNAA DNR Utah Geological Survey	Utah Earthquake Early Warning Study	Study an Earthquake Early Warning System for Utah	Measure the percent of pre-defined research questions that are answered by the study. Questions are: 1) what are the needs and interest levels of multiple stakeholders? 2) what is the existing EEW technologies available? 3) what level of technology is appropriate for the seismic risk in Utah? and what is the estimated cost?	Funding Item Measure
RDAA DNR Forestry, Fire & State Lands	Jordan River Parkway : The successful completion of a Jordan River corridor capital improvement project involving recreation, safety and/or conservation that enhances and improves the corridor and surrounding area of the river.	Jordan River Corridor Capital Improvement Project	The funding allocated is for public safety, clean-up and restoration, capital improvement, education, and equipment and supplies as they relate to the Jordan River. Enhancing the corridor of the river as well as cleaning up and restoring areas of invasive and native vegetation is a priority for water quality and public safety. Capital improvement projects provide better recreation opportunities to the users of the Jordan River Parkway. Projects include recreation zone programs, recreation zone projects that are focused on safety, recreation and conservation, along with projects that focus on entire river invasive removal and native vegetation, which will be done over time.	Funding Item Measure
RWAA DNR Water Rights		Average Number of Unique Web Users to the Water Rights Website	The indicator measures how many separate individuals visit the Water Rights website each month. As additional information and applications, such as the protest applications, are moved to an online environment, this tracks the increase of those using the service.	Line Item Measure
RPAA DNR Water Resources	Cove-East Fork Virgin River Watershed Project	Percentage of the Project's Total Contracted Construction Work Completed	This measure will track the amount of construction work that has been physically completed relative to the completed status of the project as defined in the construction contract. This is a standard project metric that is regularly reported by the contractor to the design and construction engineers during the construction phase of a project. Using this metric as a performance measure will ensure that the funds allocated by the state legislature will only go towards construction and prevent funding from going to legal and environmental issues that are anticipated to be pervasive for this project.	COBI Measure, Funding Item Measure

Statutory Performance Measures

RPAA DNR Water Resources	Western Beaver and Cedar Valleys Water Study	Percent Completion of Cedar/Beaver Valleys Water Development Plan	This measure will track the effectiveness of this funding to help make good water planning decisions in the Western Beaver & Cedar Valleys. The funding will be used to review all existing data and science that is available from the United States Geological Survey (USGS), Utah Geological Survey (UGS), Division of Water Rights (DWRI) and other studies conducted by Central Iron County Water Conservancy District (CICWCD) and Beaver County. A comprehensive plan will need to be developed that summarizes all of the available data that has previously been generated. Ultimately facilitation will be needed to implement the plan for future water development.	COBI Measure, Funding Item Measure

Legislative Tracking Dashboard

In an effort to better align with performance measures set by the legislative and executive branches, DNR is tracking progress through its <u>Legislative Tracking Dashboard.</u>

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

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