

UTAH DEPARTMENT OF  
NATURAL RESOURCES

# STRATEGIC PLAN

2026



Natural  
Resources



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

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## Natural Resources

# Department Priority Overview

*Active management of Utah'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** supports forest health, responds to wildland fires and sustainably manages sovereign lands in Utah.
- **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 committed to safeguarding Utah's natural resources and people through professional law enforcement and public service. Our priority is to provide education and enforcement for: Forestry, Fire, and State Lands; Outdoor Recreation; State Parks; and Wildlife Resources.
- **Division of Oil, Gas and Mining** supports the responsible development of the state's oil, gas and mineral resources so the landowners, royalty owners, producers and the general public can share in the greatest possible benefits from these vital natural resources.
- **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 trustee and guardian 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 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
-  Advancing the stewardship of our public lands and natural history
-  Expanding Utah's energy and minerals portfolio
-  Improving the health and resilience of our lands, resources, watersheds and wildlife
-  Elevating outdoor recreation

## OUR CORE VALUES



# 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's 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 for these processes

**Strategy 1.2.3:** 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

### **Theme: Our People**

**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 who 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 candidates

**Objective 2.2:** Provide training and education opportunities for DNR employees that improve 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 Staf... ▾	6 Mo... ▾	In Prog... ▾
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 Staf... ▾	Month ▾	Ongoing ▾
1	Continue to implement leadership training targeted towards DNR supervisors and a means to track completion	Deputy Director	Existing bud... ▾	Year ▾	Ongoing ▾
1	Review and revamp current onboarding and exit interview processes and create standard operating procedures for these processes	DNR HR Director	Existing Staf... ▾	Ongo... ▾	Compl... ▾
1	Install security fencing around the perimeter of DNR's Salt Lake facility to improve safety	Deputy Director, Law Enforcement Director	Existing bud... ▾	6 Mo... ▾	Compl... ▾
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 bud... ▾	Ongo... ▾	In Prog... ▾
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 bud... ▾	6 Mo... ▾	In Prog... ▾
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 bud... ▾	6 Mo... ▾	In Prog... ▾
2	Expand the dissemination of DNR job openings to include diverse groups of professional communities by sharing job announcements and participating in job fairs that target a range of qualified potential candidates	DNR HR Director	Existing bud... ▾	Ongo... ▾	In Prog... ▾
2	Provide training on the foundations of inclusion and accessibility for all DNR employees	DNR HR Director	Existing bud... ▾	Ongo... ▾	In Prog... ▾
2	Educate all employees on how to report incidents of harassment and discrimination by providing education, resources and contacts	DNR HR Director	Existing bud... ▾	Ongo... ▾	In Prog... ▾



# 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 Wildland Fire Operations Center 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 support suppression efforts 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 Utah Trust Lands. 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 as the trustee over these lands and also considers public interest values such as fish and wildlife, habitat, aquatic beauty, recreation and water quality. To do so, FFSL implements ecological restoration and vegetation management, permitting of proposed uses to minimize impacts to the lands and 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 and storage

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

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

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

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

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

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

**Objective 2.1:** Collaborate with the Great Salt Lake Commissioner's Office 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 and leverage the 2026 Cooperative Agreement with the USFS

**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 and leverage current Federal financial support for Forest Health initiatives to support a holistic approach to land management

**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 wood products businesses and unlock new wood products opportunities in alignment with national priority to support forest management and maximize wood utilization



**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 permitted uses of sovereign lands

**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 public access is needed or improvements to public access are necessary

**Strategy 6.3.2:** Identify and pursue funding opportunities and partnerships for public 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



# 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 ▾	Not Started ▾
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 ▾	In Progress ▾
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 ▾
2	2.2.4 Leverage current Federal financial support for Forest Health initiatives to support a holistic approach to land management		Existing Staff Ti... ▾	Ongoing ▾	In Progress ▾

# FFSL Ongoing Work Plan (cont)

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 wood products businesses and unlock new wood products opportunities in alignment with the national priority to support forest management and maximize wood utilization	Forestry	Addtl Staff time	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	In Progress
4	4.1.1: Review and improve prioritization of assets	Fire	Existing Staff Ti...	Ongoing	In Progress
4	4.1.2: Invest in state and local capacity to build response depth in high-risk areas	Fire	Addtl Staff, Add...	Ongoing	In Progress
4	4.1.3: Broaden state incident management capabilities	Fire	Addtl Staff, Add...	Ongoing	In Progress
4	4.1.4: Solidify aviation programs	Fire	Addtl Staff, Add...	Ongoing	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...	Ongoing	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	In Progress
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

# FFSL Ongoing Work Plan (cont)

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 permitted uses of sovereign lands	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 public access is needed or improvements to public access are necessary	State Lands	Existing Staff Ti...	Ongoing	In Progress
6	6.3.2: Identify and pursue funding opportunities and partnerships for public access improvements	State Lands	Existing staff, A...	Ongoing	In Progress
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



# Geological Survey



## Situation Analysis

The state of Utah relies on important data from the Utah Geological Survey (UGS) to inform and guide policy to provide our growing population with the raw materials that improve our livelihoods, increase prosperity and leverage our wealth of natural resources. The Utah Geological Survey is charged with the responsibility to investigate, locate and map mineral, energy and water resources; and to assist and advise state and local agencies, the Legislature and industry about energy and mineral resources, groundwater resources, geologic hazards and the geologic mapping that supports sound policy.

The UGS assists and advises government, industry and the general public by gathering, interpreting and publishing geoscience information. For example,

knowledge of the location, quantity and resource potential of Utah's geologic commodities (including oil and gas, coal, geothermal resources, metallic and industrial minerals and groundwater); interactions between surface water, wetlands, groundwater and the Great Salt Lake; and the location, magnitude and frequency of geologic hazards, such as landslides and earthquakes are essential inputs to local and statewide plans to help manage resource development, population growth and infrastructure expansion. We publish our information through easily-accessible, interactive websites and reports and strive to support the public and agency partners with unbiased, reliable scientific information.

## Goals, Objectives & Strategies

The Utah Geological Survey's strategic plan outlines the division's goals, objectives and strategies to accomplish our statutory mission. As a living document it is updated periodically to reflect opportunities, accomplishments and changes in strategic or administrative direction.

UGS goals are high-level, outcome-oriented targets that directly lead to fulfillment of the UGS's mission, with a planning horizon of approximately four to five years. Objectives are measurable and timely actions that guide how the UGS will achieve its goals, and generally have a timeframe of two to three years. Finally, strategies are short-term efforts to be accomplished within a one- to two-year timeframe. Strategies are specific, measurable, attainable, realistic and time-bound (SMART) and form the basis of UGS' annual work plans.

### **Theme: Energy & Minerals**

**GOAL 1:** Assist and advise the state of Utah, industry, local and state agencies to continue to responsibly develop Utah's energy and mineral resources to meet the needs of our growing population and resource needs.

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

**Strategy 1.1.1:** Conduct applied research projects on Utah's energy resources including oil, natural gas, geothermal, oil shale, oil sands, coal, carbon sequestration, natural hydrogen, etc.

**Strategy 1.1.2:** Work with other state and federal agencies and stakeholders including industry, to further our knowledge of, and promote Utah's energy resources

**Strategy 1.1.3:** Manage, curate, and promote the collection housed at the Utah Core Research Center, including hosting workshops for industry

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

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

**Strategy 1.2.2:** Work to better understand resources and development opportunities for critical minerals, including detailed research on established mining districts that have critical mineral potential

**Strategy 1.2.3:** Work with other state and federal agencies and stakeholders including industry, to further our knowledge of, and promote Utah's mineral resources, including mineral resources at the Great Salt Lake

**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:** Maintain Utah Groundwater web application, upgrade groundwater database and improve interface with UGS database

**Strategy 1.1.2:** 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 the 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 the Great Salt Lake Basin Integrated Plan

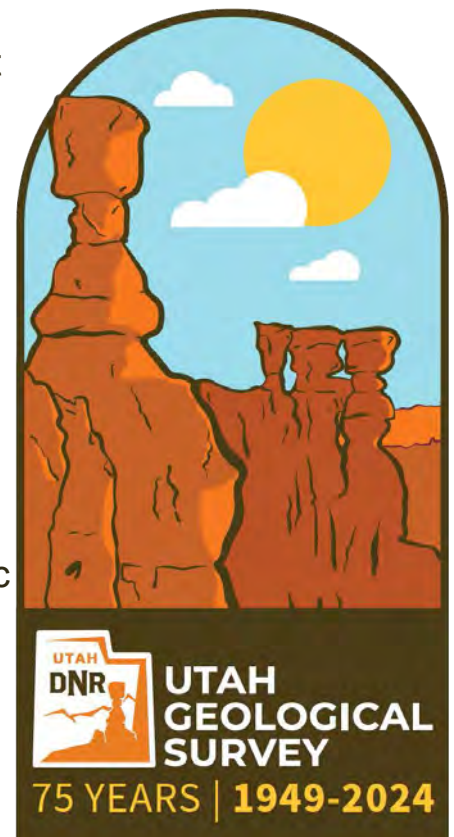
**Strategy 1.4.1:** Conduct groundwater studies to fill data gaps as determined by the Plan

**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

**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 innovative 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 conditions 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

### **Theme: Health**

**Goal 1:** Provide comprehensive data, information and scientific emergency response to support resilience from geologic hazards in support of Utah's economic prosperity, and reduce risk to life and property from geologic hazards.

**Objective 1.1:** Create comprehensive geologic hazard maps covering key developing areas

**Strategy 1.1.1:** Prioritize mapping toward areas with known geologic hazards, increasing development, critical facilities and infrastructure

**Strategy 1.1.2:** Maintain and enhance geoscientific skillsets for staff in producing digital geologic hazard maps and data

**Objective 1.2:** Provide data and technical assistance to local governments, consultants and the public to promote geologic hazards data and mitigation

**Strategy 1.2.1:** Expand technical outreach to local governments regarding UGS' geologic hazards data, including GIS files, hazard ordinances and related topics

**Strategy 1.2.2:** Develop a new publication focused on business resilience to earthquake risk, building on the success of "Putting Down Roots in Earthquake Country"

**Strategy 1.2.3:** Maintain and update the *Utah Aerial Imagery Database* and *Utah Subsurface Geotechnical Database* to support geologic hazard mapping and understanding of the shallow subsurface for development and infrastructure

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

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

**Strategy 1.3.2:** Maintain emergency response preparation including staff's skills and the readiness of the UGS Emergency Operations Center for use during hazard events

### **Theme: Public Lands**

**Goal 1:** Provide modern geologic mapping, 3D data and geologic publications that support the resource and development needs of the state of Utah.

**Objective 1.1:** Create geologic maps, data and publications that represent the highest current geoscientific standards, methods and knowledge for a range of geologic resources and constituents in Utah

**Strategy 1.1.1:** Create a seamless coverage of modern geologic mapping for all of Utah at an intermediate scale (1:100,000)

**Strategy 1.1.2:** Create detailed, large-scale (1:24,000) geologic maps for areas of rapid development and specific resource needs

**Strategy 1.1.3:** Develop a 5-year plan for USGS STATEMAP Program

**Objective 1.2:** Maintain and enhance geoscientific skill sets relating to constructing digital geologic maps while increasing the quality and efficiency of geologic map production

**Strategy 1.2.1:** Hire and retain highly skilled geoscientists

**Strategy 1.2.2:** Refine map-making workflows and ensure rigorous peer review of geologic map products

**Strategy 1.2.3:** Create and expand skills and techniques for 3D geologic data creation, publication and use

**Goal 2:** Promote, conserve and inform the public of Utah’s unique paleontological resources.

**Objective 2.1:** 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 2.1.1:** Modernize and enhance the existing paleontological resource database to include the best available paleontological resources

**Strategy 2.1.2:** Hire, retain and facilitate professional growth of paleontological staff who are experts in vertebrate and invertebrate fossils

**Objective 2.2:** Prepare and curate the fossils in the “Utahraptor Megablock”

**Strategy 2.2.1:** Find a reliable source of funding to complete the work

**Strategy 2.2.2:** Hire a curator who is an expert in the preparation and curation of vertebrate fossils

### **Theme: Service**

**Goal 1:** The Utah Geological Survey successfully engages and collaborates with state and local government agencies, federal partners, industry, legislative stakeholders and the public by delivering and promoting critical geologic information to facilitate more informed decision-making

**Objective 1.1:** Develop a strategic communications plan

**Strategy 1.1.1:** Meet with program managers to understand their current scientific approaches and results, and communicate their science to the general public

**Strategy 1.1.2:** Develop one-page information sheets on critical issues for legislators

**Strategy 1.1.3:** Write publicly accessible one-pagers, brochures and booklets (Public Information Series publications) on relevant and timely geologic topics

**Strategy 1.1.4:** Develop an Annual Report to showcase UGS contributions to Utah's success throughout each year



**Objective 1.2:** Maintain the UGS website with up-to-date, scientific and public-friendly information and data-driven interactive maps and applications

**Strategy 1.2.1:** Work with UGS science programs to understand and communicate their geological findings and critical insights through accessible data and visuals

**Strategy 1.2.2:** Organize, optimize, backup and secure data behind UGS web applications and website

**Goal 2:** Create and share geospatial (GIS) data to enable data-driven informed decision-making regarding Utah's geologic resources.

**Objective 2.1:** Facilitate coordination and communication regarding GIS tasks, projects and strategies among UGS GIS personnel, DNR GIS analysts, and the distribution of GIS information

**Strategy 2.1.1:** Create strategically designed spatial datasets (geodatabase, map and layout templates) in a consistent integrated format so they can be better utilized by UGS staff and outside agencies and eliminate barriers to workflow efficiency and effectiveness

**Strategy 2.1.2:** Increase the use of automation by distributing scripts and tools to personnel

**Strategy 2.1.3:** Conduct discussions with program managers and DNR agencies to determine which datasets, technology, training and other resources are most critical for answering questions, solving problems and completing projects in each program

## **Theme: Our People**

**Goal 1:** The Utah Geological Survey is a leading national-caliber scientific agency that fulfills our science mission with integrity and fosters a spirit of service in our work.

**Objective 3.1:** UGS staff are excellent technical resources for geoscience information

**Strategy 3.1.1:** UGS recruits, trains and retains high caliber geoscientists and support staff, and provides opportunities for professional development and leadership training, including mentoring by senior staff

**Strategy 3.1.3:** UGS manages effective succession planning by identifying or hiring successors to senior-level staff before retirement

**Strategy 3.1.4:** UGS utilizes state-of-the-art scientific methodologies including advanced mapping, remote sensing, modeling and AI to produce innovative and leading science

**Goal 2:** The Utah Geological Survey is structurally and financially organized for alignment with our statutory mission.

**Objective 2.1:** UGS understands and executes our statutory responsibilities

**Strategy 2.1.1:** UGS enacts a staffing plan that best uses our financial means to optimize our scientific mission

**Strategy 2.1.2:** UGS hires strategically and responsibly as necessary to accomplish our responsibilities



# UGS Ongoing Work Plan

Goal	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
1	Request a one-time appropriation to fund development of a guide to facilitate seismic resilience for businesses, focused on business preparation and recovery, "Open for Business in Earthquake Country"	Geologic Hazards	FY27 RFA	Other	Not Started
2	In fulfillment of Operation Gigawatt-Geothermal, conduct research to assess and derisk geothermal resources in Utah	Energy & Minerals Program	FY25 RFA	Ongoing	In Progress
3	Continue advanced research on critical mineral resources in Utah in fulfillment of FY24 \$400K appropriation over three years	Energy & Minerals Program	FY24 RFA	Ongoing	In Progress
4	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
5	Conduct GIS-based geologic mapping across the State; 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
6	Provide comprehensive geologic hazards mapping and data to increase Utah's resilience to geologic hazards; support emergency response planning and response and outreach to support local government hazards management	Geologic Hazards Program	Existing Budget	Ongoing	In Progress
7	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 the Great Salt Lake Basin Integrated Plan	Groundwater & Wetlands Program	Existing Budget	Ongoing	In Progress
8	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
9	Support technical science programs by digitizing and delivering UGS data (including maps, reports and apps) through interactive website interfaces; maintain UGS websites with up-to-date scientific information	Data Management Program	Existing Budget	Ongoing	In Progress
10	Disseminate information about geosciences to industry, state and local agencies, media and the public through accessible and engaging content and track usage and engagement	Geologic Information & Outreach Program	Existing Budget	Ongoing	In Progress



# Law Enforcement



## Situation Analysis

The Department of Natural Resources Law Enforcement Division has spent its first year shaping its organizational culture to meet the needs of safeguarding Utah's natural resources. Our core mission is to provide law enforcement services for four vital DNR divisions: Forestry, Fire and State Lands; Outdoor Recreation; State Parks; and Wildlife Resources. With our foundation and structure formed, we are ready to provide professional law enforcement services to our communities.

This new organizational structure is allowing us to streamline administrative processes. Our field officers can focus their energy and expertise on daily responses to natural resource

law enforcement activities, while our support staff handles administrative functions. These essential functions include policies, procedures, training and recruitment. These efficiencies have improved our internal operations and created opportunities for enhancing coordination with our local partners.

Natural Resource Officers are sworn law enforcement professionals who patrol Utah's vast backcountry and waterways. On average, each officer covers 385,000 square acres, which is about the size of Salt Lake Valley. Officers provide protection for natural resources, including wildlife, trails and waterways and the recreators who enjoy them.

# 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 procedures and programs and update or rescind existing policies 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 staffed by Nov. 1, 2025. A finance manager and a finance analyst are critical
2. Percentage of sworn DLE positions with Performance Management Contract templates created and finalized
3. Percentage of high-liability policy documents updated and implemented



**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 with an emphasis on filling needed field personnel

**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:** Develop data analysis strategy to evaluate agency effectiveness and priorities

**Strategy 2.1.5:** Ensure programs are structured, monitored and operated in a fashion that is fiscally sound and offers a professional service to natural resource constituents

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

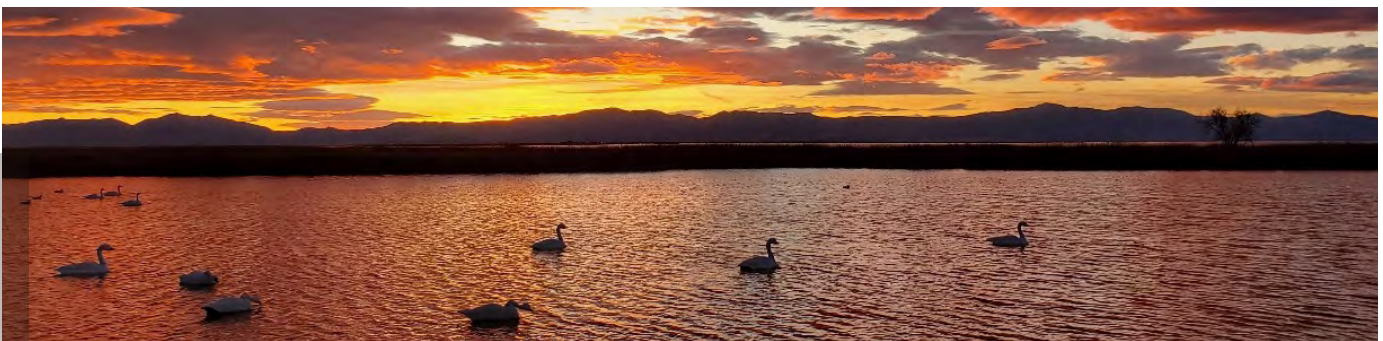
**Strategy 2.2.1:** Cut unnecessary or streamline duplicative administrative processes

**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	<b>1.1.1:</b> Develop and clearly communicate the division's mission, vision, standards and values	Director, DLE	Existing Staff ...	Ongoing	In Progress
1	<b>1.1.2:</b> Prioritize two-way, intra-divisional communication to ensure DLE efforts align with resource and recreational management division priorities	Director, DLE	Existing Staff ...	Ongoing	In Progress
1	<b>1.1.3:</b> Ensure organizational-level decisions align with law enforcement agency accreditation standards and industry-accepted best practices	Deputy Director, DLE	FY26RFA	Ongoing	In Progress
1	<b>1.1.4:</b> 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	<b>1.2.1:</b> Develop attainable employee goals and performance standards	Major, DLE	Existing Staff ...	6 Months	In Progress
1	<b>1.2.2:</b> 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 ...	Other	In Progress
2	<b>2.1.1:</b> Evaluate officer deployment model, staffing needs and opportunities to improve employee retention	Deputy Director, DLE	FY26RFA	Ongoing	In Progress
2	<b>2.1.2:</b> Evaluate and implement geographically defined organizational work units and secure access to necessary infrastructure/facilities in each	Major, DLE	Existing Staff ...	6 Months	In Progress
2	<b>2.1.3:</b> Facilitate law enforcement leadership training opportunities for supervisory staff and cross-sectional training for operational staff	Major, DLE	Existing budget	Year	In Progress
2	<b>2.1.4:</b> 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	<b>2.2.1:</b> Cut unnecessary or streamline duplicative administrative processes	Major, DLE	Existing Staff ...	Year	In Progress
2	<b>2.2.2:</b> Evaluate traditional work efforts/priorities and determine their validity	Major, DLE	Existing Staff ...	Year	In Progress
2	<b>2.2.3:</b> Ensure work is completed at the appropriate organizational level	Deputy Director, DLE	FY26RFA	Ongoing	In Progress
2	<b>2.1.5:</b> Ensure programs are structured, monitored and operated in a fashion that is fiscally sound and offers a professional service to natural resource constituents	Deputy Director, DLE	FY26RFA	Ongoing	In Progress



# Energy Development



## Situation Analysis

Utahns enjoy a high quality of life, with our state consistently ranked among the best places to live, launch a business and enjoy the outdoors. Preserving that quality of life requires more energy, as more sectors electrify—from home heating to transportation—and as advances in computing and artificial intelligence drive the need for more data centers, per capita electricity use is steadily rising.

In order for Utah to maintain access to 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:** Ensure that Utah has reliable, affordable and clean energy to power our communities and economy through the implementation of Operation Gigawatt.

**Objective 1.1:** Double Utah's power production in the next 10 years and facilitate an environment that allows for robust energy ecosystem development

**Strategy 1.1.1:** Create a framework for facilitating nuclear deployment in Utah

**Strategy 1.1.2:** Through research and collaboration, develop 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 1.1.3:** Identify barriers to energy development and remove those barriers to unleash energy production

## Performance Measurements

1. Secure committed projects that will account for at least one-third of this target increase by 2029
2. Provide the Legislature with policy recommendations that will facilitate the implementation of the goals of Operation Gigawatt

## Theme: Energy

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

**Objective 2.1:** Establish Utah as a national critical minerals hub

**Strategy 2.1.1:** Provide the Legislature with policy recommendations based on standards and results from modeling software

**Strategy 2.1.2:** Create the MINES Center as a research tool and testbed to anchor Utah as a regional hub for critical minerals development

**Strategy 2.1.3:** Utilize the Critical Minerals Council to facilitate further development of the critical mineral supply chain in Utah



**Objective 2.2:** Facilitate an environment where energy and minerals projects can be built and thrive

**Strategy 2.2.2:** Serve as a resource to educate the public and inform industry interested in developing energy and minerals projects in Utah

**Strategy 2.2.3:** Regularly update Utah’s Energy Resources interactive tool as a resource for the public and stakeholders

**Performance Measures**

1. Delivery of evidence-based policy recommendations to the Legislature
2. Prepare to stand up the MINES Center
3. Hire a minerals policy advisor and work with the Critical Minerals Council across agencies to establish a domestic supply chain for minerals in Utah
4. Updated and continued buildout of the Utah’s Energy Resource Interactive tool

**OED Ongoing Work Plan**

Goal	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
1	Create a framework for facilitating nuclear deployment in Utah	Office-Wide	Existing budget	Ongoing	In Progress
1	Through research and collaboration, develop 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	Office-Wide	Existing budget	Year	In Progress
1	Identify barriers to energy development and remove those barriers to unleash energy production	Office-Wide	Existing budget	Ongoing	In Progress
2	Provide the legislature with policy recommendations based on standards and results from modeling software	Office-Wide	Existing budget	Ongoing	In Progress
2	Create the MINES Center as a research tool and testbed to anchor Utah as a regional hub for critical minerals development	Office-Wide	Existing budget	6 Months	In Progress
2	Utilize the Critical Minerals Council to facilitate further development of the critical mineral supply chain in Utah	Office-Wide	Existing budget	Ongoing	In Progress
2	Serve as a resource to educate the public and inform industry interested in developing energy and mineral projects in Utah	Office-Wide	Existing budget	Ongoing	In Progress
2	Regularly update Utah's Energy Resources interactive tool as a resource for the public and stakeholders	Office-Wide	Existing budget	Ongoing	In Progress



# Oil, Gas & Mining



## Situation Analysis

The Utah Division of Oil, Gas and Mining (OGM) is committed to the responsible management of Utah's natural resources, supporting economic development and long-term resource stewardship for the benefit of landowners, industry and the public. 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. Create and promote 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 meaningful performance measurements to foster a positive, engaged and high-performing office culture

**Strategy 1.1.1:** Set clear, measurable performance goals aligned with the division's mission and values, so employees understand expectations and how their work contributes to overall success

**Strategy 1.1.2:** Involve employees in developing performance measures to ensure they are fair, realistic and achievable

**Strategy 1.1.3:** Implement quarterly performance reviews to provide structured, consistent feedback, support professional development and promote accountability

**Strategy 1.1.4:** Offer regular, informal feedback to help employees understand their progress, areas for improvement and reinforce their value to the team

**Strategy 1.1.5:** Recognize and reward high performance through monetary incentive awards and by sharing individual and team successes with the entire staff

**Objective 1.2:** Create a culture of recognition where employees feel valued and motivated

**Strategy 1.2.1:** Communicate to employees what behaviors and achievements are expected of them

**Strategy 1.2.2:** 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 1.2.3:** Make recognitions public through division announcements (staff meetings or weekly emails), including disseminating the monthly DNR employee nominations

**Strategy 1.2.4:** Encourage peer-to-peer recognition to help build a sense of teamwork and collaboration

**Strategy 1.2.5:** Foster an inclusive and supportive environment for new employees, ensuring they feel welcomed and confident in understanding the essentials of their role

**Strategy 1.2.6:** Develop a comprehensive orientation packet for new employees, encompassing essential information on their role as state workers, DNR employees and OGM employees

**Strategy 1.2.7:** 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:** Ensure long-term financial sustainability, the division will develop and implement a comprehensive financial management plan with clear performance targets.

**Objective 2.1:** 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

**Objective 2.2:** To ensure accuracy, integrity and regulatory compliance of financial statements through proactive monitoring, internal controls and division-wide accountability

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

**Strategy 2.2.2:** Perform periodic risk assessments to identify vulnerabilities in accounting processes and implement targeted controls to address them

**Strategy 2.2.3:** Establish a division-wide compliance program to promote consistent adherence to financial policies, regulatory requirements and best practices across all programs

**Objective 2.3:** To secure funding for the Abandoned Mine Reclamation Program through the Infrastructure Investment and Jobs Act bill as available, 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

### **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)

**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 promote responsible resource development and ensure regulatory compliance, the division will strengthen inspection practices and periodically update best management practices

**Strategy 4.2.1:** Develop and maintain an annual inspection schedule that prioritizes high-risk and high-impact operations

**Strategy 4.2.2:** Allocate staff and resources effectively to achieve completion of at least 90% of scheduled inspections each year

**Strategy 4.2.3:** Implement tracking and reporting systems to monitor inspection progress and identify gaps in real time

**Strategy 4.2.4:** Provide ongoing training and guidance to inspectors to ensure consistency and adherence to current regulations and standards



**Strategy 4.2.5:** Evaluate inspection outcomes and compliance trends to inform program improvements and enforcement priorities

**Strategy 4.2.6:** Establish a structured review cycle to revise best management practices for responsible development every three years

**Objective 4.3:** To modernize regulatory frameworks to improve accessibility, efficiency and transparency, the division will complete a comprehensive rule review and fully digitize permitting processes by the end of 2026

**Strategy 4.3.1:** Develop a detailed project plan and timeline to guide completion of the comprehensive rule review by the end of 2026

**Strategy 4.3.2:** Conduct an inventory of all existing rules and identify areas that are outdated, redundant or inconsistent with current statutes and industry practices

**Strategy 4.3.3:** Collaborate with internal staff and legal counsel to draft updates, revisions or consolidations to existing rules

**Strategy 4.3.4:** Engage external stakeholders to gather input on proposed rule changes and ensure transparency throughout the review process

**Strategy 4.3.5:** Finalize and present updated rules to board for approval to begin the formal rulemaking process

**Strategy 4.3.6:** Conduct a comprehensive assessment of all permitting forms and guidance documents to identify digitization needs and priorities

**Strategy 4.3.7:** Develop and implement standardized digital formats and workflows for 100% of permitting forms and guidance materials

**Strategy 4.3.8:** Coordinate with IT and administrative teams to ensure digital systems are user-friendly, secure and accessible

**Strategy 4.3.9:** Provide training and outreach to staff and stakeholders to support adoption of digitized permitting processes

**Strategy 4.3.10:** Monitor and evaluate the effectiveness of digital tools and processes, making improvements as needed to enhance efficiency and user experience

**Objective 4.4:** To support industry growth and innovation while maintaining regulatory compliance, the division will establish a regulatory innovation working group and provide ongoing education on emerging technologies and requirements

**Strategy 4.4.1:** Define the purpose, scope and structure of the regulatory innovation working group

**Strategy 4.4.2:** Identify and invite representatives from internal programs, industry and other relevant stakeholders to participate in the working group

**Strategy 4.4.3:** Establish the working group by 2026 and develop a regular meeting schedule with clear objectives and deliverables

**Strategy 4.4.4:** Facilitate collaboration within the working group to identify regulatory barriers, evaluate emerging technologies and recommend adaptive regulatory approaches

**Strategy 4.4.5:** Document and communicate findings and recommendations from the working group to leadership and stakeholders for consideration and implementation

**Strategy 4.4.6:** Develop an annual plan for workshops focused on new technologies and regulatory compliance

**Strategy 4.4.7:** Coordinate with subject matter experts, industry leaders and partners to design and deliver workshop content

**Strategy 4.4.8:** Conduct at least one workshop annually to educate stakeholders on emerging technologies and associated regulatory requirements

**Strategy 4.4.9:** Gather participant feedback after each workshop to assess effectiveness and identify areas for improvement

**Strategy 4.4.10:** Continuously refine workshop content and delivery methods to ensure relevance and value to participants

**Objective 4.5:** To safeguard public health and minimize environmental risks, the division will ensure timely resolution of critical environmental violations

**Strategy 4.5.1:** Define and maintain clear criteria for identifying and classifying critical environmental violations

**Strategy 4.5.2:** Establish standardized procedures and timelines to ensure resolution of 100% of critical violations within 60 days

**Strategy 4.5.3:** Implement a tracking system to monitor violation status, deadlines and enforcement actions in real time

**Strategy 4.5.4:** Prioritize inspection, enforcement and response efforts for sites with critical violations to expedite resolution

**Strategy 4.5.5:** Coordinate with operators to ensure prompt corrective actions are implemented and documented

**Strategy 4.5.6:** Apply appropriate enforcement mechanisms, including penalties or escalated actions, when timely compliance is not achieved

**Strategy 4.5.7:** Conduct follow-up inspections or verification activities to confirm that violations have been fully resolved

**Strategy 4.5.8:** Analyze trends in critical violations to identify root causes and inform preventative measures and policy improvements

**Objective 4.6:** To enhance data accessibility and support informed decision-making, the division will develop and launch a public-facing, interactive data dashboard by 2026

**Strategy 4.6.1:** Define the scope, purpose and key performance indicators to be included in the public-facing data dashboard

**Strategy 4.6.2:** Conduct an inventory of available data sources and assess data quality, consistency and gaps

**Strategy 4.6.3:** Establish data governance standards to ensure accuracy, security and appropriate public access

**Strategy 4.6.4:** Collaborate with IT and data management teams to design the dashboard architecture and user interface

**Strategy 4.6.5:** Develop and test the interactive dashboard to ensure functionality, usability and reliability





**Strategy 4.6.6:** Engage internal and external stakeholders to gather input and refine dashboard features and content

**Strategy 4.6.7:** Launch the public-facing dashboard by 2026 and ensure it is accessible and user-friendly

**Strategy 4.6.8:** Provide training and guidance materials to help users effectively navigate and interpret dashboard data

**Strategy 4.6.9:** Establish processes for regular data updates and ongoing maintenance of the dashboard

**Strategy 4.6.10:** Monitor user feedback and usage metrics to continuously improve the dashboard's functionality and value

**Objective 4.7:** Engage in targeted legislative outreach efforts prioritizing relationship-building and increasing awareness of the division's responsibilities and goals

**Strategy 4.7.1:** 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 4.7.2:** Arrange and facilitate bi-annual 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 4.7.3:** Arrange and facilitate bi-annual 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 4.8:** To comply with board directives, the Oil and Gas Program will collaborate with internal and external stakeholders to update its Statewide Permitting and Spacing for Horizontal Wells rule

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

**Strategy 4.7.2:** Develop clear and actionable plans to address the directives directly. Assign responsibilities, set timelines and allocate resources accordingly

**Strategy 4.7.3:** 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:** Partner with 3rd Wind Leadership, a third-party contractor, to evaluate current board-related procedures. Their work includes conducting interviews with board members, internal and external attorneys, staff, division leadership and external stakeholders to identify pain points, inefficiencies and opportunities for improvement

**Strategy 4.10.2:** Use findings from 3rd Wind’s evaluation to identify specific tasks suitable for automation, streamline workflows and reduce redundancies. Incorporate attainable goals and recommendations presented by the contractor and consider policy and procedural changes to support operational improvements

**Strategy 4.10.3:** Implement recommendations from 3rd Wind Leadership that include utilizing the hearing examiner more strategically and reducing the scope of hearing examiner reports given to the board to streamline decision-making and save time. Additional recommendations include drafting clear policies and procedures for board members to ensure consistency and clarity regarding their roles and responsibilities

**Strategy 4.10.4:** Act on 3rd Wind’s recommendations to implement technology enhancements, particularly around the Request for Agency Action (RAA) process. This includes exploring digital tools to improve efficiency, transparency, and consistency of board-related workflows and documentation

**Strategy 4.10.5:** Integrate regular process reviews to ensure procedures remain effective, efficient and continue to meet the evolving needs of the board and division staff

**Objective 4.11:** To comply with legislative directives, the Mining Program will collaborate with internal and external stakeholders to create brine mining rules

**Strategy 4.10.1:** Collaborate internally to develop an initial draft rule

**Strategy 4.10.2:** Disseminate to external stakeholders and schedule a meeting to discuss feedback

**Strategy 4.10.3:** Conduct a thorough review of the feedback received, make appropriate revisions and circulate the updated document to stakeholders



**Strategy 4.10.4:** Continue the collaborative review process, thoughtfully consider feedback and make necessary edits and revisions until the rule achieves consensus among all stakeholders

**Strategy 4.10.5:** 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

### **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 Staff ...	Year	Complete
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 Staff ...	Ongoing	In Progress
1	Create a culture of recognition where employees feel valued and motivated	Division Director	Existing Staff ...	Ongoing	In Progress
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	Ongoing	In Progress
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 budget	Ongoing	In Progress
3	Provide employees with the necessary training and support to effectively use technology and tools to perform their duties	GIS Manager, Project and Portfolio Manager, Innovation and Technology Manager	Existing budget	Ongoing	In Progress
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 Staff ...	Year	In Progress
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 Staff ...	Year	Complete
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 Progress
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 budget	Ongoing	In Progress

# OGM Ongoing Work Plan (cont)

Goal	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
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 Progress ▾
4	Enhance the Mineral Program's operational efficiency in supporting the board decision making, effectively managing 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 Progress ▾
4	To support industry growth and innovation while maintaining regulatory compliance, the division will establish a regulatory innovation working group and provide ongoing education on emerging technologies and requirements	Director, Deputy Directors	Existing budget ▾	Year ▾	In Progress ▾
4	To enhance data accessibility and support informed decision-making, the division will develop and launch a public-facing, interactive data dashboard by 2026	Director, Deputy Directors	FY25 RFA ▾	Year ▾	In Progress ▾





# Outdoor 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 long needed a more coordinated, statewide approach. 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. We are excited to stand up and administer the Outdoor Recreation Mitigation grant created in the 2025 legislative session as a response to this.

Additionally, 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 Situation Analysis training for Natural Resources Officers and local law enforcement, as well as safe, effective, and well-maintained equipment for DNR Law Enforcement and our Trail Crews.

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 is 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 the weather service. Partner with the Utah Office of Tourism to amplify the message

**Strategy 1.2.2:** Increase youth participation in outdoor recreation through the Every Kid Outdoors Program, including Adventure Challenges and the Utah Children’s Outdoor Recreation and Education Grant; scale and develop related statutes and funding to meet Utahns’ demand for more opportunities related to Every Kid Outdoors

**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

**Strategy 1.4.2:** Measure and increase participation in outdoor recreation and proximity to outdoor recreation opportunities by: 1) measuring through a data and trends use survey, and 2) increasing participation in line with Built Here (increase the number of Utah residents within a 10-minute walking distance to a recreational opportunity by 20%)



### **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
5. Increasing participation in line with Built Here (increase the number of Utah residents within a 10-minute walking distance to a recreational opportunity by 20%)

## **Theme: Recreation**

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

**Objective 2.1:** Expand and increase access to outdoor recreation opportunities for all Utahns to improve quality of life and public health

**Strategy 2.1.1:** Provide staff hours, grant funding, and planning assistance to ensure well-built and well-maintained outdoor recreation infrastructure and designated trails, especially in outdoor recreation hotspots

**Strategy 2.1.2:** Host the second season of our larger, regionally-based Trail Crew, with more publicly available real-time reporting on the work being completed

**Strategy 2.1.3:** Continue stewarding public investments into outdoor recreation by administering nearly a dozen grants. Put more dollars from restricted accounts on the ground through the competitive grant processes, especially for motorized projects. Provide funding to programs and information hubs across the state, such as local tourism offices

**Strategy 2.1.4:** 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; continue partnering with the Utah Office of Tourism and Public Lands Policy Coordinating Office 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



**Strategy 2.2.3:** Increase staffing for the Outdoor Recreation Initiative (ORI), the first program of its kind in the nation, which has been successful in its infancy and needs additional staff to maintain program momentum

### **Performance Measurements**

1. Reportable measurements from all entities we give grant funding and technical assistance to
2. Season report with mapping data from our Trail Crews
3. Impressions and data from messaging and partner campaigns
4. 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 we are 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

**Strategy 3.4.2:** Understand the full picture of outdoor recreation in Utah – now and for the future – by making strategic investments in comprehensive data collection

**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 Measurements

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:** Continue building the work of the Statewide Regional Trail Crews 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

**Strategy 4.3.3:** Put more dollars from restricted accounts on the ground through the competitive grant processes, especially for motorized projects

**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

**Strategy 4.4.2:** Understand the full picture of outdoor recreation in Utah – now and for the future – by making strategic investments in comprehensive data collection

**Objective 4.5:** 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 and Regional Trail Crews 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, including a rebuilt Maintenance Shop featuring ample, secure space for storing and protecting essential equipment and the state's investment into the fleet, as well as strategically located snowcat sheds, 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 Measurements**

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 Measurements**

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 Measurements**

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	FY26 RFA ▾	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	FY26 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	Existing Staff Time ▾	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	FY25 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	Staff time ▾	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 ▾



# Public Lands



## 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 the land in Utah is managed by federal 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 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).

PLPCO actively coordinates with local partners to align federal actions with the policies found in the State Resource Management Plan, the 29 County Resource Management Plans, and 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:** Coordinate public land uses to help build a future for every Utahn.

**Objective 1.1:** Protect access and recreational opportunities for Utahns and visitors for many generations to come

**Strategy 1.1.1:** Promote Utah's policies and code that enhance the enjoyment and stewardship of public lands in the state

**Strategy 1.1.2:** Continue the validation of R.S. 2477 rights-of-way and take at least 30 days of preservation depositions

**Strategy 1.1.3:** Strive for 10 favorable legal or policy decisions/actions

**Strategy 1.1.4:** Actively engage and promote the State's interests in all Federal Travel Management Plan (TMPs) revisions (San Rafael Desert, San Rafael Swell, Labyrinth Rims/ Gemini Bridges, Henry Mountains/ Fremont Gorge) and encourage the BLM to finalize the six remaining TMPs by December 2028

**Strategy 1.1.5:** Document 6% of the remaining R.S. 2477 roads each year and upload data to AccessMap 360

**Objective 1.2:** Hire and retain outstanding staff to coordinate, promote and implement Utah's public lands priorities

**Strategy 1.2.1:** Strive to maintain a four or higher rating on the annual DNR survey for "I would recommend my division/office as a great place to work"

**Strategy 1.2.2:** Strive to maintain a four or higher rating on the annual DNR survey for “I have sufficient opportunities, such as challenging assignments or projects, to earn a high performance ranking”

**Strategy 1.2.3:** Strive to maintain a four or higher rating on the annual DNR survey for “I receive the tools, resources, and support that are necessary for me to do a good job”

**Objective 1.3:** Promote stewardship of public lands for the pursuit of happiness through education, improved health/wellness, and community engagement

**Strategy 1.3.1:** Host or facilitate at least two federal or state elected officials’ tours in Utah throughout the year, with the intent of educating on issues and duties of our office

**Strategy 1.3.2:** Plan and implement education campaigns to target public and elected officials, surrounding public lands stewardship and/or management (as funding allows)

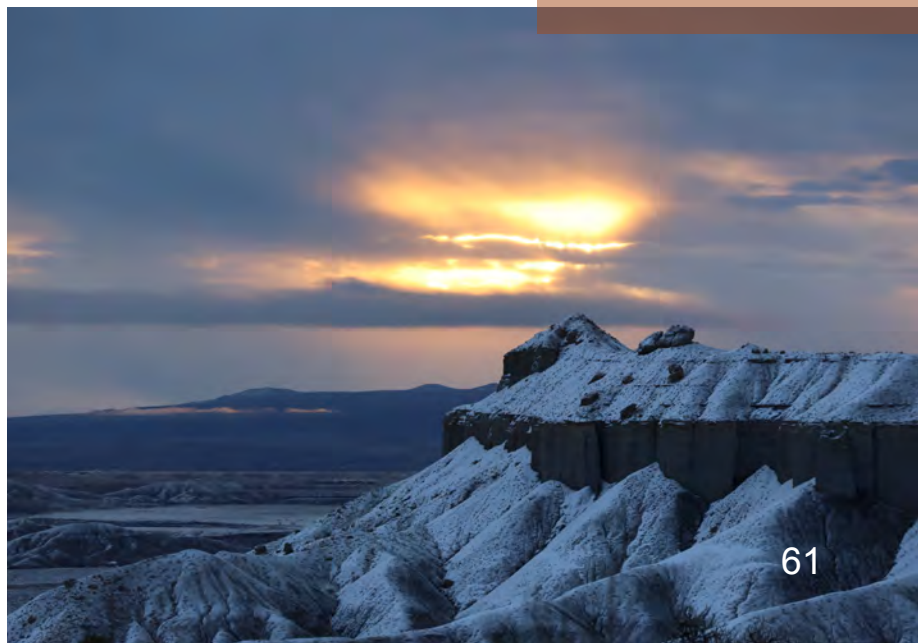
**Objective 1.4:** Strive to find win-win solutions for Utahns and visitors

**Strategy 1.4.1:** Coordinate with state agencies, elected officials, and others to “speak with one voice” when submitting official state comments to federal agencies

**Strategy 1.4.2:** Conduct monthly check-ins with congressional offices to ensure proper alignment on public lands issues

**Strategy 1.4.3:** Utilize the Resource Development Coordinating Council quarterly meetings to identify mutual interests and strategies to promote Utah’s public lands priorities

**Strategy 1.4.4:** Direct coordination and training meetings with the Department of Natural Resources divisions, the Utah Department of Agriculture and Food, and the Department of Environmental Quality



**Objective 1.5:** Promote safe opportunities for Utahns and visitors on public lands

**Strategy 1.5.1:** Support County Sheriffs and the Division of Law Enforcement's effort to create alignment between local, state, and federal law enforcement agencies

**Theme: Public Lands**

**Goal 2:** Facilitate the celebration of culture, tradition and heritage on public lands.

**Objective 2.1:** Promote the governor's objective to preserve the "Utah Way" of kindness, service and spirit of community on public lands

**Strategy 2.1.1:** Utilize the Resource Development Coordinating Committee and PLPCO staff to ensure our official comments reflect state and local values

**Strategy 2.1.2:** Utilize internships to promote PLPCO goals and objectives and to educate leaders of the future

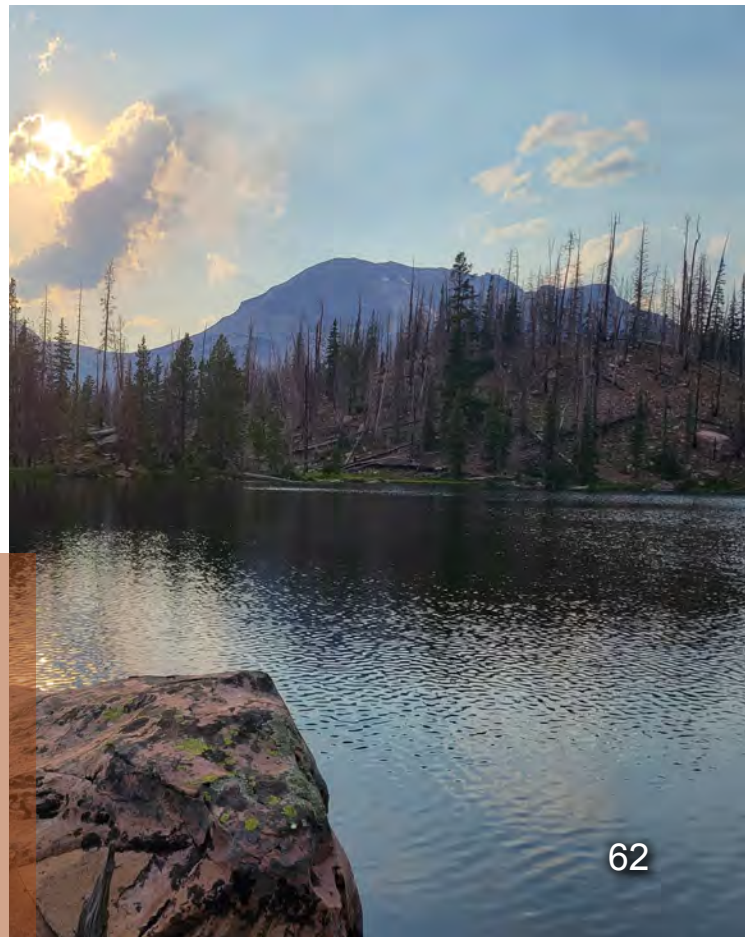
**Objective 2.2:** Promote multiple use and sustained yield for economic and entrepreneurial opportunities

**Strategy 2.2.1:** Partner with stakeholders and/or trade associations who utilize public lands when consistent with the State Resource Management Plan

**Strategy 2.2.2:** Review the State Resource Management Plan and coordinate with counties on local plans to ensure they are updated with current issues

**Strategy 2.2.3:** Coordinate with state, local, federal entities, and elected officials to facilitate favorable policy decisions that promote outdoor recreation for all different types of users

**Objective 2.3:** Challenge federal public lands planning efforts that are inconsistent with Utah's public lands priorities



**Strategy 2.3.1:** Coordinate each week internally to ensure each project has a lead, deadline and legal strategy if needed

**Strategy 2.3.2:** Communicate concerns, needs and successes with state and national directors of federal natural resource agencies quarterly

**Objective 2.4:** Promote and celebrate rural Utah communities that are reliant on public lands

**Strategy 2.4.1:** Maintain relationships and communicate with rural public lands counties monthly and all other counties quarterly

**Strategy 2.4.2:** Actively problem-solve public lands issues with community leaders

**Strategy 2.4.3:** Work with the various associations of governments and public lands committees to ensure we are addressing the most pressing natural resource issues

**Objective 2.5:** Facilitate and fulfill the state's archaeology requirements

**Strategy 2.5.1:** Respond to survey and excavation permits applications in less than 30 days

**Strategy 2.5.2:** Host the archaeological consultant meetings annually with a goal of 150 people attending in-person and online

**Strategy 2.5.3:** Work with the State Historic Preservation Office to ensure archaeological resources are protected and responsibly used through permitting and joint analysis

### **Theme: Public Lands**

**Goal 3:** Promote access, multiple use and sustained yield along with exemplary stewardship on public lands.

**Objective 3.1:** Advocate for access, multiple use, and stewardship of public lands

**Strategy 3.1.1:** Utilize a minimum of 15 conferences, expositions, tours, informational campaigns, or other events to educate the public on public lands issues

**Strategy 3.1.2:** Analyze, actively participate in decision processes and, if necessary, litigate federal actions to promote consistency with state and county resource management plans

**Objective 3.2:** Promote stewardship of public lands that enhance the quality of life for Utahns and visitors, ensuring Utah continues to thrive

**Strategy 3.2.1:** Facilitate substantive comments from state agencies on state and federal projects, plans, and policies through the Resource Development Coordinating Committee

**Strategy 3.2.2:** Identify conferences to provide presentations with other agencies on public lands innovations, including energy, water, and recreation

**Strategy 3.2.3:** Coordinate closely with state and local government while acting as a cooperating agency on federal resource/forest management planning efforts

**Strategy 3.2.4:** Staff and host the quarterly Resource Development Coordinating Committee and provide knowledgeable staff to advise the Constitutional Defense Council

**Objective 3.3:** Work with federal lands management agencies to identify and prioritize public lands inside or near communities to ensure Utahns have affordable housing and recreational opportunities

**Strategy 3.2.1:** Identify islands/orphaned parcels inside or near communities and begin coordination with federal agencies to update Resource Management Plans to analyze those parcels for affordable housing

**Strategy 3.2.2:** Monitor and track applications and approvals of Recreation and Public Purposes Act applications in coordination with the BLM for streamlined processing



# PLPCO Ongoing Work Plan

Goal	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
1.1	Protect access and recreational opportunities for Utahns and visitors for many generations to come	All PLPCO Staff AAG Attorneys	Existing budget ▾	Ongoi... ▾	In Progress ▾
1.2	Hire and retain outstanding staff to coordinate, promote, and implement Utah's public lands priorities	Senior Leadership	Existing budget ▾	Ongoi... ▾	In Progress ▾
1.3	Promote stewardship of public lands for the pursuit of happiness through education, improved health/wellness, and community engagement	All PLPCO Staff AAG Attorneys	Existing budget ▾	Ongoi... ▾	In Progress ▾
1.4	Strive to find win/win solutions for Utahns and visitors	All PLPCO Staff AAG Attorneys RDCC	Existing budget ▾	Ongoi... ▾	In Progress ▾
1.5	Promote safe opportunities for Utahns and visitors on public lands	All PLPCO Staff State Agencies County Sheriffs	Existing budget ▾	Ongoi... ▾	In Progress ▾
2.1	Promote the Governor's objective to Preserve the "Utah Way" of kindness, service and spirit of community on public lands	All PLPCO Staff AAG Attorneys RDCC	Existing budget ▾	Ongoi... ▾	In Progress ▾
2.2	Promote multiple use and sustained yield for economic and entrepreneurial opportunities	All PLPCO Staff Planning Program Manager State and Local Elected Officials	Existing budget ▾	Ongoi... ▾	In Progress ▾
2.3	Challenge federal public lands planning efforts that are inconsistent with Utah's public lands priorities	Senior Leadership PLPCO Attorneys AAG Attorneys	Existing budget ▾	Ongoi... ▾	In Progress ▾
2.4	Promote and celebrate rural Utah communities that are reliant on public lands	All PLPCO Staff Rural County Staff UAC	Existing budget ▾	Ongoi... ▾	In Progress ▾
2.5	Facilitate and fulfill the state's archaeology requirements	Archeology and Cultural Resource Program Manager State SHPO	Existing budget ▾	Ongoi... ▾	In Progress ▾
3.1	Advocate for access, multiple use, and stewardship of public lands	All PLPCO Staff AAG Attorneys	Existing budget ▾	Ongoi... ▾	In Progress ▾
3.2	Promote stewardship of public lands that enhance the quality of life for Utahns and visitors, ensuring Utah continues to thrive	All PLPCO Staff AAG Attorneys RDCC	Existing budget ▾	Ongoi... ▾	In Progress ▾
3.3	Work with federal lands management agencies to identify and prioritize public lands inside or near communities to ensure Utahns have affordable housing and recreational opportunities	Senior Leadership Governor's Office PLPCO GIS Staff	Existing budget ▾	Ongoi... ▾	In Progress ▾



# State Parks



## Situation Analysis

Utah is renowned for its stunning natural beauty, and its state 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

**Strategy 2.2.2:** Host groundbreaking and ribbon-cutting celebrations for new parks, expansions and improvements. Engage with local communities and stakeholders to ensure they are involved in the planning and events.

## Performance Measurements

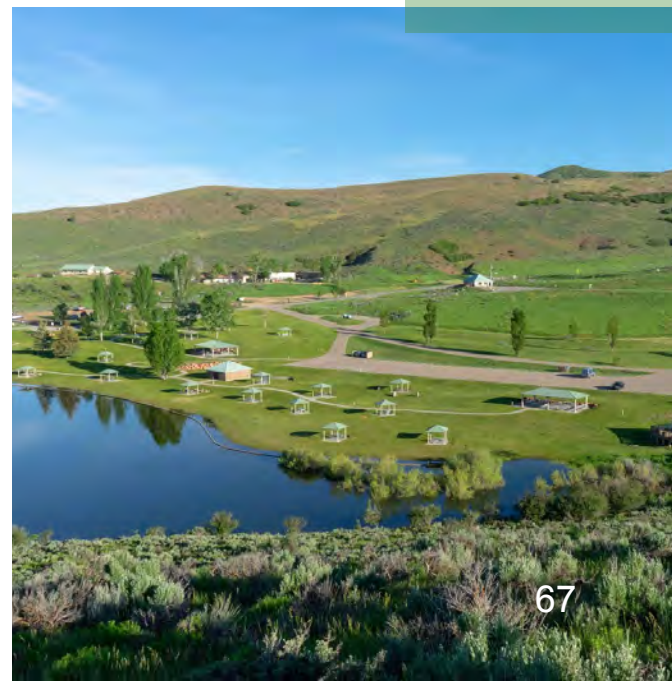
1. Track each park's profit and loss with the goal of increasing operational profits year-over-year and address parks performing below expectation
2. Encourage and track the success of new recreation ventures and provide the means to share profitable recreation opportunities within Utah State Parks

## Theme: Service

**Goal 2:** Deliver professional, prompt and courteous customer service at all levels, ensuring park team members provide a high standard of hospitality to visitors and colleagues alike.

**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 pricing 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



# Water Resources



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

**Objective 1.1:** Improve hiring and retention

**Strategy 1.1.1:** Annually assess staff compensation, workloads and bandwidth. Evaluate whether additional critical positions are needed

**Objective 1.2:** Foster employee engagement

**Strategy 1.2.1:** Encourage employee engagement and growth by utilizing existing teams:

- A. Training committee
- B. Connection & Wellness team
- C. Mentorship program

**Objective 1.3:** Pursue technology modernization for efficiency and effectiveness

**Strategy 1.3.1:** Assess whether staff have the necessary technology, tools and resources to be nimble, dependable and adaptable. Report on findings and recommendations regarding possible solutions

**Strategy 1.3.2:** Evaluate current structure and content of division websites. Redevelop [water.utah.gov](http://water.utah.gov) and [conservewater.utah.gov](http://conservewater.utah.gov) based on findings and best practices

### Goal 1 Performance Measurements:

1. Identified and requested additional staff resources
2. Improved the division employee engagement score in the department survey annually
3. Reported modernization findings and recommendations
4. Redeveloped websites

**Goal 2:** Proactively communicate and educate staff and the public on water resources in the state and work with partners to communicate a consistent and clear message.

**Objective 2.1:** Communicate: Be clear and transparent. Create mutual trust and foster understanding

**Strategy 2.1.1:** Staff: regularly communicate openly with staff regarding news and issues affecting the division

- A. Provide opportunities for two-way conversation and staff feedback
- B. Equip staff with knowledge of important topics, initiatives and projects

**Strategy 2.1.2:** Partners: proactively communicate about relevant issues and projects

- A. Identify, inform and include pertinent agencies in applicable projects and initiatives
- B. Exchange information and data cooperatively



**Strategy 2.1.3:** Public: continue to develop and provide timely information via division websites, social media, press releases, outreach and events

- A. Continue to further develop and implement division communications plan
- B. Respond to misinformation in the media
- C. Promote Water Resources programs and initiatives
- D. Make data available in a way that is understandable to a wide audience

**Objective 2.2:** Collaborate: Be leaders. Collaborate, coordinate, network and encourage active participation

**Strategy 2.2.1:** Encourage participation and presentation at conferences and other events

**Strategy 2.2.2:** Coordinate networking opportunities

**Strategy 2.2.3:** Raise awareness of upcoming events, presentations and projects

- A. Foster constructive relationships with reporters/media
- B. Collaborate and coordinate with other agencies and partner organizations to maximize clarity and efficiency

**Goal 2 Performance Measures:**

1. Openly received feedback from staff, partners and the public and implemented follow-up actions
2. Implemented three collaboration and communication enhancements within already existing workgroups
3. Further develop communications plan

**Goal 3:** Take meaningful steps to ensure a resilient water supply now and into the future.

**Objective 3.1:** Provide funding for water projects

**Strategy 3.1.1:** Secondary Metering – Assist secondary water providers in utilizing ARPA funds by Dec. 31, 2026, and completing system metering

**Strategy 3.1.2:** Water Development Coordinating Council (WDCC) – Lead WDCC in developing and adopting a Unified Water Infrastructure Plan by March 1, 2026

**Strategy 3.1.3:** Board Project Funding – Continue to support the Board of Water Resources in providing funds for water efficiency projects throughout the state

**Objective 3.2:** Develop a resilient water supply

**Strategy 3.2.1:** Dam Safety and Water Storage – Seek funding to preserve and enhance the state’s storage capacity for dam-safety upgrades, aquifer storage and recovery, and identify sound opportunities for additional reservoir storage

**Strategy 3.2.2:** Aqueduct Resilience – Seek additional funding for aqueduct resilience

**Strategy 3.2.3:** Expand the snow augmentation program to increase precipitation by at least 6%

**Strategy 3.2.4:** Data and measurement – Promote and support statewide metering and measurement of water as a tool to best plan for Utah’s water future

A. Airborne Snow Observatories (ASO) Projects – Continue to collect snow depth data and maintain an active role in the Colorado River ASO Project, reaching completion by spring 2026

B. Regional Water Conservation Goals – Track progress toward meeting regional water conservation goals by 2030

C. Agricultural Water Optimization Program – Produce annual report regarding projects and program effectiveness

**Objective 3.3:** Collaborate on significant state efforts

**Strategy 3.3.1:** State Water Plan – Publish State Water Plan by Dec. 31, 2026

**Strategy 3.3.2:** Watershed Councils – Utilize division Watershed Coordinator and area planning specialists to support and promote the Utah Watershed Council and local watershed councils

**Strategy 3.3.3:** Great Salt Lake Basin Integrated Plan – Develop a Great Salt Lake Basin Integrated Plan (GSLBIP) by Dec. 31, 2027

**Strategy 3.3.4:** Integrated Water and Land Planning – Required General Plan Updates – Assist counties and required cities in updating their general plans

**Strategy 3.3.5:** Responsible Growth – develop resiliency in Utah’s water systems, including Great Salt Lake, through comprehensive adoption of responsible water wise growth

**Strategy 3.3.6:** Area Planning Specialist Program – Request additional funding to strengthen the division’s area planning specialist program

**Goal 3 Performance Measures:**

1. 75% of the population will live in an area (cities and counties) with adopted water efficiency standards for new construction by 2029
2. Led WDCC in developing and adopting a Unified Water Infrastructure Plan by March 1, 2026
3. Submitted a budget request for additional dam safety funds
4. Obtained needed information from partners and delivered required plans on schedule



# WRe Ongoing Work Plan

Goal	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
1	Conduct an annual review of the mentoring program and make necessary changes by November 22, 2024	Assistant Director	Existing budget ▾	Year ▾	Complete ▾
1	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 ... ▾	Ongoi... ▾	Complete ▾
1	Schedule two to three field trips per fiscal year to acquaint division staff with other agencies or important projects by June 30, 2025	Training Team	Existing Staff ... ▾	Ongoi... ▾	Complete ▾
1	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 ... ▾	Ongoi... ▾	Complete ▾
1	Annually assess staff compensation, workloads and bandwidth. Evaluate whether additional critical positions are needed by June 30	Deputy Director	Existing Staff ... ▾	Month ▾	Complete ▾
1	Identified and requested additional staff resources by August 15, 2025	Deputy Director	Existing budget ▾	Month ▾	Complete ▾
1	Encourage employee engagement and growth by utilizing existing teams: a) Training committee b) Connection & Wellness team c) Mentorship program Improve division employee engagement score in the department survey annually by June 30	All Managers	Existing Staff ... ▾	Ongoi... ▾	Complete ▾
1	Assess whether staff have the necessary technology, tools and resources to be nimble, dependable and adaptable. Report on findings and recommendations regarding possible solutions by October 1, 2025	Web IT Comms Manager	Existing budget ▾	6 Mon... ▾	Not Start... ▾
1	Evaluate current structure and content of division websites. Redevelop <a href="http://water.utah.gov">water.utah.gov</a> and <a href="http://conservewater.utah.gov">conservewater.utah.gov</a> based on findings and best practices by November 1, 2025	Web IT Comms Section	Existing Staff ... ▾	6 Mon... ▾	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 resources issues facing the state by September 1, 2024	Data and Innovation & Web IT Comms Managers	FY25 RFA ▾	6 Mon... ▾	Complete ▾
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 - RFA was not granted. Try again in FY26	Director Web IT Comms Manager	FY25 RFA ▾	6 Mon... ▾	Complete ▾
1	Complete a study regarding Utah State Agency Water Data: Review, Challenges, and Recommendations	Director Web IT Comms Manager	Existing budget ▾	Year ▾	In Progress ▾
2	Create and implement a robust strategic communications plan that consists of research-backed objectives by January 1, 2025 - This will be completed by August 15, 2025	Director PIO Web IT Comms Section	Existing budget ▾	6 Mon... ▾	Complete ▾

# WRe Ongoing Work Plan (cont)

Goal	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
2	Organize and host an annual Watershed Councils meeting by March 31, 2025	River Basin Planning Section	Existing budget ▾	Ongoi... ▾	Complete ▾
2	Proactively attend at least 6 conferences per year and have booth to educate the water community and the public on the importance of water	Director and Deputy Director and Web IT Comms Section	Existing budget ▾	Ongoi... ▾	Complete ▾
2	Openly received feedback from staff, partners and public and implemented follow-up actions	All Managers	Existing budget ▾	Year ▾	Complete ▾
2	Implemented 3 collaboration and communication enhancements within already existing workgroups by June 30, 2026	Director PIO Web IT Comms Section	Existing budget ▾	Year ▾	Complete ▾
3	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, - A budget request was submitted for additional aqueduct resilience funds in 2024 but it was not appropriated. Will seek again in FY26	Director Development Branch	FY26 RFA ▾	6 Mon... ▾	Complete ▾
3	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 Mon... ▾	Complete ▾
3	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 ▾	Complete ▾
3	Produce a report regarding the Agricultural Water Optimization projects and program effectiveness annually by October 31	Water Optimization Section	Existing budget ▾	Ongoi... ▾	Complete ▾
3	Produce annual report regarding agricultural water optimization program effectiveness annually by October 1	Water Optimization Section	Staff time ▾	Ongoi... ▾	Complete ▾
3	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 ▾	Complete ▾
3	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 ▾	Ongoi... ▾	Complete ▾
3	Rebate all appropriated money for the water saving devices current rebates for smart controllers and toilets annually. Add commercial smart controllers and toilet rebates by December 31, 2025. This will be completed this fall	Conservation Section	Existing budget ▾	Ongoi... ▾	In Progress ▾
3	Launch a water-saving homes incentive program for new construction depending on legislative appropriation in 2025 - The Legislature did not appropriate the funds	Conservation Section	FY25 RFA ▾	2025 ▾	Not Start... ▾

# WRe Ongoing Work Plan (cont)

Goal	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
3	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 ▾	Complete ▾
3	Integrated Water & Land Planning by coordinating and promoting Utah Growing Water Smart Workshops and assisting cities and counties incorporate water into their general plan by December 31, 2024	River Basin Planning Section	Existing budget ▾	6 Mon... ▾	Complete ▾
3	Develop a web page dedicated to municipal and county general plans by August 1, 2024	Web IT and Comms Section	Existing budget ▾	6 Mon... ▾	Complete ▾
3	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 ▾	Complete ▾
3	Develop a process to engage and work with local watershed councils, water conservancy districts, and the Utah Watersheds Council by June 1, 2025	River Basin Planning Section	Existing budget ▾	Month ▾	Complete ▾
3	Utilize division Watershed Coordinator and area planning specialists to support and promote the Utah Watershed Council and local watershed councils	River Basin Planning Section	Existing Staff ... ▾	Ongoi... ▾	Complete ▾
3	Hire two positions for state water planning on or before August 19, 2024	State Water Plan Section	Existing budget ▾	Ongoi... ▾	Complete ▾
3	Develop a State Water Plan and identify data gaps and any modeling needs by December 31, 2026	State Water Plan Section	Existing Staff ... ▾	Other ▾	In Progress ▾
3	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 2026	GSL Planner	Existing budget ▾	2026 ▾	In Progress ▾
3	For GSLBIP, create or modify hydrologic models for each basin and Great Salt Lake (GSL) by December 2025 - Still working with USBR on contracting	Hydrology and Modeling Section	Existing budget ▾	2026 ▾	In Progress ▾
3	For GSLBIP, complete eight projects identified in the work plan by December 31, 2026	GSL Planner	Existing budget ▾	2026 ▾	In Progress ▾
3	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 ▾	In Progress ▾
3	Complete the GSLBIP by December 31, 2027	GSL Planner	Existing budget ▾	2026 ▾	In Progress ▾
3	Assist secondary water providers in utilizing ARPA funds by December 31, 2026 and completing system metering by 2030	Funding Section	FY24 RFA ▾	Ongoi... ▾	In Progress ▾
3	Expand the snow augmentation program to increase precipitation by at least 6%	Hydrology and Modeling Section	Existing budget ▾	Ongoi... ▾	In Progress ▾

# WRe Ongoing Work Plan (cont)

Goal	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
3	Continue to collect snow depth data and maintain an active role in the Colorado River Airborne Snow Observatories Project, reaching completion by Spring 2026	Water Optimization Section	Existing budget ▾	2026 ▾	In Progress ▾
3	Track progress toward meeting regional water conservation goals by 2030	Water Conservation Section and River Basin Planning Section	Staff time ▾	Other ▾	Complete ▾
3	Assist counties and required cities in updating their general plans to integrate water and land planning by December 31, 2025	River Basin Planning Section	Existing Staff ... ▾	6 Mon... ▾	Complete ▾
3	Develop resiliency in Utah's water systems, including Great Salt Lake, through comprehensive adoption of responsible water wise growth, promoting water wise landscaping for new and existing properties, and pursuing a landscaping contractor certification program (QWEL)	Water Conservation Section	FY26 RFA ▾	2026 ▾	In Progress ▾
3	75% of the population will live in an area (cities and counties) with adopted water efficiency standards for new construction by 2029	Water Conservation Section	Staff time ▾	Ongoi... ▾	In Progress ▾
3	Submit a budget request for additional dam safety funds by August 1, 2025 - Received an ongoing \$6.2 million from our restricted funds	WRe Leadership	Existing Staff ... ▾	6 Mon... ▾	Complete ▾





# Water Rights



## Situation Analysis

Utah's growing communities depend on careful stewardship of water. Because of Utah's dry climate, rapid population growth and increasing pressure on water supplies, that responsibility has never been more critical.

The Utah Division of Water Rights (DWRi) is an administrative office charged with the measurement, appropriation, apportionment and distribution of Utah's water supplies in accordance with state law. The division also works to continuously improve its processes and services, using best practices and modern technologies. Relying on customer feedback, research findings and legislative directives, the division sets goals to improve

customer service, streamline water rights processes, increase transparency, strengthen public engagement and modernize the collection, management and sharing of water data.

To help Utah prepare for the future, DWRi collaborates with its DNR partners, natural resources experts and higher education programs — including Utah State University and the University of Utah — on research projects such as gap analyses, hydrological studies, groundwater management planning and geothermal energy projects.

DWRi remains dedicated to managing Utah's water resources responsibly, transparently and with the long-term needs of the state in mind.

# 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:** Train new staff on best practices to continue providing exceptional response and service related to 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:** Continue addressing complex and lingering applications through the newly created "Backlog Engineer/Team"

**Strategy 1.3.2:** Continue training and perfecting the OSE Fast Track process which now allows the Applications and Records Assistant State Engineer and Records Assistant State Engineer to process category simple applications and sign 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 Right 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

### *Theme: Water*

**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:** Implement plan to improve standards and processes for fast-tracking for all Category 2 Orders of the State Engineer

**Strategy 2.1.3:** Implement plans to 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:** Implement the Change Application Tracker and evaluate progress

**Strategy 2.2.2:** Educate water users on how to understand the application process and use new application processing tools

**Objective 2.3:** Address increasing application complexity

**Strategy 2.3.1:** Train and develop 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

### **Theme: Water**

**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:** Continue to provide staff resources for managing data services

**Strategy 3.2.3:** Utilize industry geospatial tools and services for water right visualization

## **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:** Train and support the new automation subsection within the field services section

**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

### **Theme: Water**

**Goal 5:** Complete Groundwater Studies.

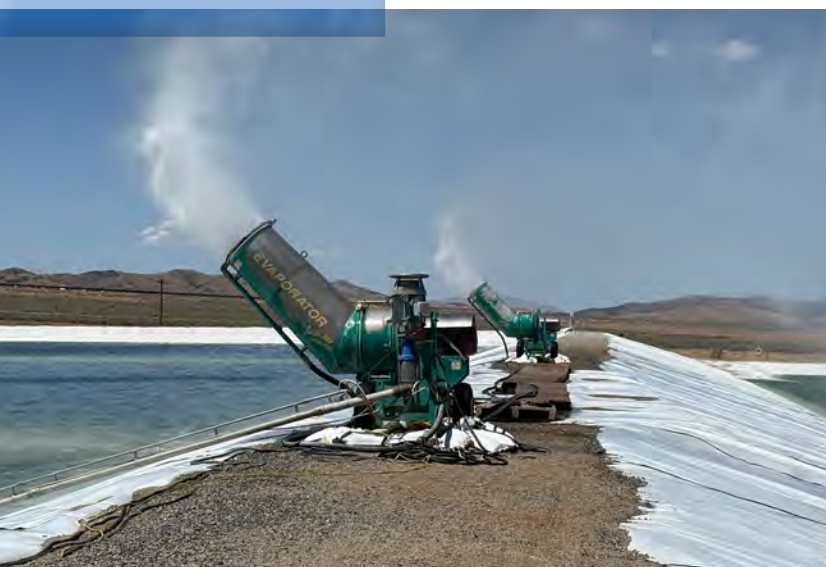
**Objective 5.1:** Monitor and investigate groundwater conditions statewide

**Strategy 5.1.1:** Implement Groundwater Monitoring and Investigation Action Plan

**Strategy 5.1.2:** Implement Groundwater Diversion Measurement Action Plan

**Strategy 5.1.3:** Fund Co-operative Studies for Priority Groundwater Areas

**Strategy 5.1.4:** Fund USGS Groundwater Monitoring Network



**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 Right 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:** Increase 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 and implement action plans related to upcoming and new adjudication areas

### **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:** Implement an application tracking action plan

**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 ...	2030	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	Complete	Complete
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	Ongoing	Complete
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 ...	Complete	Complete
1.4.1	Increase active management of distribution accounting models, water use reporting, and automation	Assistant State Engineer - Field Services	FY26 RFA	2030	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	Complete
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, Legal Council to the State Engineer	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 ...	Complete	Complete
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 ...	Year	In Progress
2.3.1	Invest in the training and development for staff members	Deputy State Engineers	Existing Staff ...	Ongoing	In Progress

# DWRi Ongoing Work Plan (cont)

Goal	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
2.3.2	Develop an action plan on how to evaluate complex applications	Deputy State Engineers	Existing Staff ...	Ongoing	In Progress
2.4.1	Hold regular training sessions with staff and continue to coach best practices related to processing Orders of the State Engineer	Assistant State Engineer - Appropriations	Existing Staff ...	Ongoing	In Progress
3.1.1	Conduct an internal distribution data audit	Assistant State Engineer - Data Services	Existing Staff ...	Ongoing	In Progress
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 ...	2030	In Progress
3.2.2	Develop and Implement WUG3 Action Plan	Assistant State Engineer - Data Services	Existing Staff ...	2030	In Progress
3.3.1	Develop and Implement a Distribution Accounting Tool Action Plan	Assistant State Engineer - Data Services	Existing Staff ...	2030	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	FR26 RFA	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	Existing budget	Complete	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 ...	Ongoing	In Progress
4.3.2	Begin enter agreements with stakeholders for device installation	Assistant State Engineer - Field Services	Existing Staff ...	Ongoing	In Progress
4.3.3	Ensure ongoing maintenance of devices	Assistant State Engineer - Field Services	FY26 RFA	Ongoing	In Progress
5.1.1	Develop Groundwater Monitoring and Investigation Action Plan	Assistant State Engineer - Technical Services	FY26 RFA	Ongoing	In Progress
5.1.2	Develop Groundwater Diversion Measurement Action Plan	Assistant State Engineer - Technical Services	Existing Staff ...	Year	In Progress

# DWRi Ongoing Work Plan (cont)

Goal	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
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
6.1.1	Increase adjudication efforts on Bear River, Virgin River and Southeastern Colorado River adjudications	Assistant State Engineer - Adjudication	Existing budget	Ongoing	In Progress
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 ...	Complete	Complete
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 ...	Ongoing	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 Months	Not Start...
6.2.4	Develop an action plan for quantifying reserved rights	Deputy State Engineer	Existing Staff ...	6 Months	In Progress
6.3.1	Develop action plans for each adjudication area to engage with stakeholders and the public	Assistant State Engineer - Adjudication	Existing Staff ...	Ongoing	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 Months	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



## 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 ratio for WRI projects
4. Average perennial herbaceous vegetation increase on completed WRI project areas after 10 years: target – 70%

# 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 ▾





# Wildlife Resources



## Situation Analysis

At the Utah Division of Wildlife Resources, we believe wildlife is valuable to everyone. We serve the people of Utah as trustee and guardian 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 work plans 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. Number of people licensed to participate in hunting and fishing in Utah
2. Average score of at least 90% for DFCM facility audits associated with DWR facilities
3. Number of new Motorboat Access projects each year
4. Number of DWR hatcheries in operation each year
5. Number of customers utilizing DWR shooting ranges

## **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. Number of species proposed for delisting or downlisting as threatened or endangered
2. Percentage of mule deer units that are 80% or above their approved buck-to-doe ratios
3. Percentage of limited-entry elk units that are 80% or above their approved average age objectives for harvested bulls
4. 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 Utah's Watershed Restoration Initiative



# 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 ▾	Ongoi... ▾	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 ▾	Ongoi... ▾	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 ▾	Ongoi... ▾	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 ▾	Ongoi... ▾	In Progress ▾
1.3	Maintain current fishing and hunting access and pursue opportunities to both acquire and improve access	Outreach Section	Existing budget ▾	Ongoi... ▾	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 ▾	Ongoi... ▾	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 ▾	Ongoi... ▾	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 ▾	Ongoi... ▾	In Progress ▾
2.1	Establish and update baseline health profiles of the key big game species, in association with planned capture projects	Wildlife Section	Existing budget ▾	Ongoi... ▾	In Progress ▾
2.1.1	Identify critical spring, groundwater, wetland, and terrestrial habitats	Aquatic Section	Existing budget ▾	Ongoi... ▾	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 Section	Existing budget ▾	Ongoi... ▾	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, Species Protection Account, and Conservation Permit proposals processes	Habitat Section	Existing budget ▾	Ongoi... ▾	In Progress ▾
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 ▾	Ongoi... ▾	In Progress ▾
2.1.2	Work with stakeholders to conserve and improve the Great Salt Lake ecosystem	Wildlife Section	Existing budget ▾	Ongoi... ▾	In Progress ▾

## DWR Ongoing Work Plan (cont)

Goal	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
2.1.2	Remove or renovate five migration barriers annually to open additional habitat for fish	Aquatic Section	Existing budget ▾	Ongoi... ▾	In Progress ▾
2.2	Increase knowledge of the habitat needs and threats facing wildlife species of greatest conservation need, which will inform mitigation and management actions	Wildlife Section	Existing budget ▾	Ongoi... ▾	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, including wildlife crossings	Habitat and Wildlife Sections	Existing budget ▾	Ongoi... ▾	In Progress ▾
2.3.1	Develop long-term resolutions to help alleviate crop damage caused by big game animals	Wildlife Section	Existing budget ▾	Ongoi... ▾	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.

## Statutory Performance Measures

Line_Items	Funding_Items	Measure_Name	Measure_Description	Measure_Type
<b>RCAA DNR Internal Service Fund</b>		DNR ISF: Total Revenue Collections	Retained earnings (net income over duration of ISF)	Line Item Measure
<b>RHAA DNR Pass Thru</b>		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
<b>RFAA DNR Wildlife Resources</b>	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
<b>RXAA Public Lands Policy Office</b>	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
<b>RGAA DNR Species Protection</b>	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
<b>RPAA DNR Water Resources</b>	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
<b>RPAA DNR Water Resources</b>	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
<b>RDAA DNR Forestry, Fire &amp; State Lands</b>	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
<b>RFAA DNR Wildlife Resources, RCAA DNR DWR Cooperative Agreements, RJAA DNR DWR Contributed Research</b>		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
<b>RHAA DNR Pass Thru</b>	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
<b>RWAA DNR Water Rights</b>	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
<b>ROAA Office of Energy Development</b>	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

# Statutory Performance Measures

<b>RDAA DNR Forestry, Fire &amp; State Lands</b>	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
<b>RPAA DNR Water Resources</b>	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
<b>ROAA Office of Energy Development</b>	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
<b>RPAA DNR Water Resources</b>	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
<b>RDAA DNR Forestry, Fire &amp; State Lands</b>		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
<b>RLAA DNR Parks &amp; Recreation</b>		Parks Expenditures	Expenditures	Line Item Measure
<b>ROAA Office of Energy Development</b>	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
<b>RSBA Division of Recreation-Capital</b>		Boating Projects Completed	Boating projects completed	Line Item Measure
<b>RMAA DNR DPR Capital Budget</b>		Donations for Parks' Capital Projects	Donations Revenue	Line Item Measure
<b>RMAA DNR DPR Capital Budget</b>		Parks Capital Renovation Projects Completed	Capital renovation projects completed	Line Item Measure
<b>5270 WRE Revolving Construction Fund</b>		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
<b>RGCA DNR Watershed</b>		Number of Acres Treated	The reported value is a GIS measurement of terrestrial acreage treated through the Watershed Restoration Initiative (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
<b>RBAA DNR Building Operations</b>		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
<b>RGCA DNR Watershed</b>		Stream Miles Restored	The reported value is a GIS measurement of aquatic system mileage treated through the Watershed Restoration Initiative (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
<b>RGCA DNR Watershed</b>		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
<b>REAA DNR Oil, Gas &amp; Mining</b>		Customer Satisfaction From Survey	To determine how the Division of Oil, Gas and Mining is performing according to our customers.	Line Item Measure
<b>RBAA DNR Building Operations</b>		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

# Statutory Performance Measures

<b>RXAA Public Lands</b>		Number of settlements, litigation successes, and favorable federal policy decisions	The number of settlements, litigation successes, and favorable federal policy decisions measures the value and success of PLPCO's policy and litigation efforts. PLPCO staff conduct coordination work throughout the state, attend county and community meetings, participate in cooperating agencies meetings, and coordinate with state agencies on hundreds of comment letters per year.	Line Item Measure
<b>RFAA DNR Wildlife Resources,,RXAA DNR DWR Cooperative Agreements</b>	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
<b>RMAA DNR DPR Capital Budget</b>	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
<b>RXAA Public Lands Policy Office</b>	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
<b>RMAA DNR DPR Capital Budget</b>	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
<b>RDAA DNR Forestry, Fire &amp; State Lands</b>	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
<b>RSAA Division of Recreation,,ROAA Office of Energy Development</b>	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
<b>RDAA DNR Forestry, Fire &amp; State Lands</b>	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
<b>RWAA DNR Water Rights</b>	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
<b>RMAA DNR DPR Capital Budget</b>	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

# Statutory Performance Measures

<b>RNAA DNR Utah Geological Survey</b>		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
<b>RXAA Public Lands Policy Office</b>	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
<b>RCAA DNR Internal Service Fund</b>		DNR ISF: Expenditures.	Expenditures	Line Item Measure
<b>RHAA DNR Pass Thru</b>	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
<b>RDAA DNR Forestry, Fire &amp; State Lands</b>	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
<b>RPAA DNR Water Resources</b>		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
<b>RNAA DNR Utah Geological Survey</b>	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
<b>RMAA DNR DPR Capital Budget</b>	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
<b>RAAA DNR Natural Resources Administration</b>	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
<b>REAA DNR Oil, Gas &amp; Mining</b>		Average Inspections Days for Priority 1 Sites	Average number of days to conduct inspections for Priority 1 sites	Line Item Measure
<b>RAAA DNR Natural Resources Administration</b>		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
<b>RGAA DNR Species Protection</b>		June Sucker Population Enhancement	Enhance June Sucker population by hitting a target of 5,000 adult spawning June Sucker.	Line Item Measure

# Statutory Performance Measures

<b>RCAA DNR Internal Service Fund</b>		DNR ISF: Retained Earnings	Total Revenue Collections	Line Item Measure
<b>REAA DNR Oil, Gas &amp; Mining</b>		Average Days Between Well Inspections	Average number of days between well inspections	Line Item Measure
<b>RNAA DNR Utah Geological Survey</b>	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
<b>RKAA DNR DWR Cooperative Agreements</b>		Cooperative Agreements: # of New Wildlifes Species Listed Under ESA	Number of new wildlife species listed under the Endangered Species Act	Line Item Measure
<b>RGAA DNR Species Protection</b>		Delisting or Downlisting of Endangered Species	Delistings or downlistings in the Federal Register per year.	Line Item Measure
<b>RHAA DNR Pass Thru</b>		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
<b>RGAA DNR Species Protection</b>		Red Shiner Eradication	Eliminate 100% of Red Shiner from 37 miles of the Virgin River in Utah	Line Item Measure
<b>5270 WRE Revolving Construction Fund</b>		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
<b>5270 WRE Revolving Construction Fund</b>		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
<b>RWAA DNR Water Rights</b>		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
<b>2220 Wildland Fire Suppression Fund</b>		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
<b>RFAA DNR Wildlife Resources</b>		Hunting and Fishing Participation	Number of people participating in hunting and fishing in Utah.	Line Item Measure
<b>RJAA DNR DWR Contributed Research</b>		Contributed Research: Hunter Satisfaction	Maintain positive hunter satisfaction index for general season deer hunt	Line Item Measure
<b>RTAA DNR DWR Capital Budget</b>		New Motor Boat Access Projects	New Motor Boat Access projects per year.	Line Item Measure
<b>RJAA DNR DWR Contributed Research</b>		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
<b>RTAA DNR DWR Capital Budget</b>		Operating Hatcheries	Number of hatcheries in operation per year.	Line Item Measure
<b>RBAA DNR Building Operations</b>		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
<b>RFAA DNR Wildlife Resources</b>		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
<b>RFAA DNR Wildlife Resources</b>		Shooting Range Participation	Number of participants at DWR shooting ranges.	Line Item Measure

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<b>RTAA DNR DWR Capital Budget</b>		DFCM Facility Audit Score	Average score from annual DFCM facility audits.	Line Item Measure
<b>RDAA DNR Forestry, Fire &amp; State Lands</b>	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
<b>RPAA DNR Water Resources</b>	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
<b>ROAA Office of Energy Development</b>	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
<b>RWAA DNR Water Rights</b>	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
<b>ROAA Office of Energy Development,, CSAA GOV Office of Energy Development</b>	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
<b>REAA DNR Oil, Gas &amp; Mining</b>		Well Drilling Inspections Without Violations	The number of wells that have been drilled without any violations.	Line Item Measure
<b>ROAA Office of Energy Development</b>		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
<b>ROAA Office of Energy Development</b>		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
<b>ROAA Office of Energy Development,, CSAA GOV Office of Energy Development</b>	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
<b>RSBA Division of Recreation-Capital</b>	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
<b>RLAA DNR Parks &amp; Recreation</b>		Total Revenue Collections	Total Revenue Collections	Line Item Measure
<b>RDAA DNR Forestry, Fire &amp; State Lands</b>		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
<b>RFAA DNR Wildlife Resources</b>		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
<b>RLAA DNR Parks &amp; Recreation</b>		Gate Revenue in State Parks	Gate Revenue	Line Item Measure

# Statutory Performance Measures

<b>RPAA DNR Water Resources, 5282 Water Infrastructure Fund</b>	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
<b>RHAA DNR Pass Thru</b>	"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
<b>RWAA DNR Water Rights</b>	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
<b>RPAA DNR Water Resources</b>		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
<b>RXAA Public Lands Policy Office</b>	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
<b>RXAA Public Lands Policy Office</b>	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
<b>RNAA DNR Utah Geological Survey</b>		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
<b>RNAA DNR Utah Geological Survey</b>		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
<b>RWAA DNR Water Rights</b>		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
<b>REAA DNR Oil, Gas &amp; Mining</b>		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
<b>RKAA DNR DWR Cooperative Agreements</b>		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
<b>RDAA DNR Forestry, Fire &amp; State Lands</b>		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
<b>2220 Wildland Fire Suppression Fund</b>		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
<b>RSAA Division of Recreation</b>	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
<b>RNAA DNR Utah Geological Survey</b>	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

# Statutory Performance Measures

<b>RAAA DNR Natural Resources Administration</b>		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 desirable.	Line Item Measure
<b>RHAA DNR Pass Thru</b>		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 desirable.	Line Item Measure
<b>2220 Wildland Fire Suppression Fund</b>		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 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
<b>RDA DNR Forestry, Fire &amp; State Lands</b>	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
<b>RFAA DNR Wildlife Resources</b>	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
<b>RXAA Public Lands Policy Office</b>		Number of Presentations on Public Land Management at Conferences, Events, & Expositions	PLPCO is responsible for coordinating, promoting, and implementing Utah's public land priorities. These responsibilities are advanced by attending and presenting at a variety of venues with a wide range of stakeholders and decision-makers. These coordination and outreach efforts have become increasingly necessary to inform and involve the public in public land planning and policies that impact Utahns.	Line Item Measure
<b>ROAA Office of Energy Development</b>		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
<b>RSAA Division of Recreation</b>		Percent of staff time spent on on-the-ground projects	Percent of staff time spent on on-the-ground projects	Line Item Measure
<b>ROAA Office of Energy Development</b>		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
<b>RSAA Division of Recreation</b>		Completion of adult OHV Education Course	Completion of adult OHV Education Course	Line Item Measure
<b>RSAA Division of Recreation</b>		Completion of youth OHV Education Course	Completion of youth OHV Education Course	Line Item Measure
<b>RSAA Division of Recreation</b>		OHV Contacts made during patrols	OHV Contacts made during patrols	Line Item Measure
<b>RSAA Division of Recreation</b>		Completions of the Youth Personal Watercraft Course	Completions of the Youth Personal Watercraft Course	Line Item Measure
<b>RSAA Division of Recreation</b>		Boating Vessel Inspections completed	Boating Vessel Inspections completed	Line Item Measure
<b>RSBA Division of Recreation-Capital</b>		Division's snowcats down time due to preventable accidents	Division's snowcats down time due to preventable accidents	Line Item Measure
<b>RSBA Division of Recreation-Capital</b>		Division assets receiving preventative maintenance	Division assets receiving preventative maintenance	Line Item Measure

# Statutory Performance Measures

<b>RSBA Division of Recreation-Capital</b>		OHV Recreation grants awarded	OHV Recreation grants awarded	Line Item Measure
<b>RSBA Division of Recreation-Capital</b>		Federal funds awarded from the Land and Water Conservation Fund	Federal funds awarded from the Land and Water Conservation Fund	Line Item Measure
<b>RSBA Division of Recreation-Capital</b>		Federal funds awarded from the Recreation Trail Program	Federal funds awarded from the Recreation Trail Program	Line Item Measure
<b>RSBA Division of Recreation-Capital</b>		Utah Outdoor Recreation Grant dollars spent in rural areas	Utah Outdoor Recreation Grant dollars spent in rural areas	Line Item Measure
<b>RYAA Office of the Great Salt Lake Commissioner</b>	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
<b>RFAA DNR Wildlife Resources</b>	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
<b>RWAA DNR Water Rights</b>	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
<b>ROAA Office of Energy Development</b>	State Match for IJJA 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
<b>ROAA Office of Energy Development</b>	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
<b>RDAA DNR Forestry, Fire &amp; State Lands</b>	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
<b>RDAA DNR Forestry, Fire &amp; State Lands</b>	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
<b>RAAA DNR Natural Resources Administration</b>		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
<b>RXAA Public Lands Policy Office</b>	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
<b>RPAADNR Water Resources</b>	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
<b>RPAADNR Water Resources</b>	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
<b>RPAADNR Water Resources</b>	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

# Statutory Performance Measures

<b>5275 Water Resources Conservation &amp; Development Fund</b>	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
<b>RDAA DNR Forestry, Fire &amp; State Lands</b>	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: <a href="https://ffsl.utah.gov/catastrophic-wildfire-risk-reduction">https://ffsl.utah.gov/catastrophic-wildfire-risk-reduction</a> .) This measure captures the number of acres for which hazardous fuels are removed as a preventative measure against catastrophic wildfires.	Funding Item Measure
<b>RPAA DNR Water Resources</b>	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
<b>RMAA DNR DPR Capital Budget</b>	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
<b>RMAA DNR DPR Capital Budget</b>		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
<b>ROAA Office of Energy Development</b>		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
<b>RDAA DNR Forestry, Fire &amp; State Lands</b>	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
<b>3000 Capital Projects</b>	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
<b>ROAA Office of Energy Development</b>	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
<b>RMAA DNR DPR Capital Budget</b>	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
<b>5270 WRE Revolving Construction Fund</b>	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
<b>RUAA Wildlife Land and Water Acquisition</b>	Wildlife Related Amendments	Wildlife Land and Water Acquisition	<p>The DWR will use the Wildlife Land and Water Acquisition account to locate and acquire land that meets the criteria of the program.</p> <p>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.</p> <ol style="list-style-type: none"> <li>1. Wildlife Population: Assess the abundance, diversity, and health of wildlife species on the land.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>5. Recreational Access: Assess the level of access and quality of opportunities for hunting, fishing, and trapping on the land.</li> </ol>	Funding Item Measure

# Statutory Performance Measures

<b>RPAA DNR Water Resources</b>	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: <a href="https://water.utah.gov/cloudseeding/">https://water.utah.gov/cloudseeding/</a> 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
<b>RPAA DNR Water Resources</b>	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
<b>RXAA Public Lands Policy Office</b>		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.	
<b>ROAA Office of Energy Development</b>	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
<b>ROAA Office of Energy Development</b>		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
<b>RJAA DNR DWR Contributed Research</b>		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
<b>RDAA DNR Forestry, Fire &amp; State Lands</b>	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
<b>RKAA DNR DWR Cooperative Agreements</b>	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 and boat decontaminations.	Line Item Measure, Funding Item Measure
<b>RPAA DNR Water Resources</b>		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
<b>RXAA Public Lands Policy Office</b>		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.	
<b>REAA DNR Oil, Gas &amp; Mining</b>	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
<b>RDAA DNR Forestry, Fire &amp; State Lands</b>		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

# Statutory Performance Measures

<b>RDAA DNR Forestry, Fire &amp; State Lands</b>	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
<b>RDAA DNR Forestry, Fire &amp; State Lands</b>		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
<b>RDAA DNR Forestry, Fire &amp; State Lands</b>		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	
<b>RXAA Public Lands Policy Office</b>		Number of Presentations on Public Land Management at Conferences, Events, and Expositions	PLPCO is responsible for coordinating, promoting, and implementing Utah's public land priorities. These responsibilities are advanced by attending and presenting at a variety of venues with a wide range of stakeholders and decision-makers. These coordination and outreach efforts have become increasingly necessary to inform and involve the public in public land planning and policies that impact Utahns.	Line Item Measure
<b>RNAA DNR Utah Geological Survey</b>	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
<b>RDAA DNR Forestry, Fire &amp; State Lands</b>	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
<b>RDAA DNR Forestry, Fire &amp; State Lands</b>	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
<b>RNAA DNR Utah Geological Survey</b>	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
<b>RDAA DNR Forestry, Fire &amp; State Lands</b>	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
<b>RWAA DNR Water Rights</b>		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
<b>RPAA DNR Water Resources</b>	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

RPAAs 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
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## Individual Agency Strategic Plan Links

- [UGS](#): Underway, ETA July
- [OED](#): Underway, ETA July
- [OGM](#)
- [PLPCO](#)
- [State Parks](#): Updated in 2022. Individual Parks also have existing [Resource Management Plans](#). Individual parks are creating their own park-specific plans to highlight that season's goals and objectives.
- [Water Resources](#)
- [Water Rights](#)
- [Wildlife](#): Updated in 2023. This strategic plan provides our employees with clear direction about who we are, what we do and how we will conduct ourselves. Our director and leadership team prepared this plan to serve as a high-level outline for the agency. All of our programs and workplans should tie into the goals and objectives of this plan and provide demonstrable value to the public.



**Natural  
Resources**

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**Energy Development | Forestry, Fire & State Lands | Geological Survey | Law Enforcement | Oil, Gas & Mining  
Outdoor Recreation | Public Lands | State Parks | Water Resources | Water Rights | Watershed Restoration Initiative | Wildlife**