



UTAH DEPARTMENT *of*
**ENVIRONMENTAL
QUALITY**

STRATEGIC PLAN

2023-2025

EXECUTIVE SUMMARY

Utah's natural environment, our unmatched landscapes, access to world class recreation, and overall high quality of life have attracted new businesses and families to our state.

This, in turn, has had a positive impact on our economy. Proactively protecting our most valuable resources is critical to our future as we experience rapid growth, more extreme weather events, a longer wildfire season, and prolonged droughts that impact our water quality and airshed.

Utah's Department of Environmental Quality (DEQ) plays an important role in preserving Utah's quality of life.

Support Future Growth by Protecting Utah's Environment

DEQ will take meaningful action to combat poor air quality, help restore previously contaminated sites for development, and reverse the trend of degrading water quality to promote sustainable growth in Utah.

OBJECTIVE 1.1. Ensure clean and safe water for all Utah communities

Make incremental improvements in water quality to support all beneficial uses including fishing, swimming, drinking, and agricultural irrigation for crops and livestock use.

- Measure: Percent of water quality permit holders in compliance

Reduce total pollution loading to state waters from wastewater and septic systems through improved wastewater infrastructure.

- Measure: Municipal wastewater effluent quality (mg/L Oxygen Potential)
- Measure: Complete the Clean Water Needs Survey (Utah Home 2.1.1 & Action Plan for Water)
- Measure: Complete the Drinking Water Needs Assessment (Utah Home 2.1.1 & Action Plan for Water)

Protect children from lead in drinking water in schools and childcare facilities through testing and remediation.

- Measure: Percent of schools & day care centers sampled for lead in drinking water

Increase the capacity and resiliency of Utah's drinking water systems to allow for smart and sustainable growth.

- Measure: Adopt and implement rules and guidance to support communities in developing asset management plans (Utah Home 2.1.1)

Ensure greater compliance with drinking water standards through effective communication, active outreach, and on-site assistance.

- Measure: Number of Public Water Systems with an approved rating

Support legislation and implement coordinated plans to ensure the longevity of the GSL.

- Measure: Draft Water Quality Standards and Monitoring Sections to support GSL Water Quality Strategy Utah Home 2.1.2. (Utah Home)
- Measure: Model review for post-construction stormwater retention impacts analysis for GSL watershed to support Utah Home 2.1.2. (Utah Home)

OBJECTIVE 1.2. Ensure clean and healthy air for all Utahns

Support programs and policies that reduce air emissions.

- Measure: Per capita rates of statewide air emissions

Deploy effective monitoring and related studies to tailor solutions to areas impacted by poor air quality.

- Measure: Number of Photochemical Assessment Monitoring (PAMS) ozone monitors deployed
- Measure: Complete the Wasatch Front dust PM10 analysis

Engage area stakeholders involved in generating information and developing regional solutions.

- Measure: Host monthly industry stakeholder engagement sessions
- Measure: Host monthly advocate engagement sessions

Promulgate rules and develop incentive programs to meet federal ozone standards.

- Measure: Number of new rules implemented
- Measure: Division of Air Quality lawn equipment exchange program incentives

OBJECTIVE 1.2. Clean up and restore land for productive uses and healthy communities while also working to prevent contamination in the future.

Protect citizens from the harms of radiological and other forms of hazardous waste.

- Measure: Percent of permits and licenses issued within set time frames

Work with local communities to access available tools such as the Brownfields program to identify and assess eligible sites and remediate and redevelop them for beneficial reuse through tools including the Voluntary Cleanup Program.

- Measure: Number of issued Brownfield tools

Implement preventative measures through outreach, permitting, and compliance follow-up and assistance.

- Measure: Underground storage tank (UST) Compliance Rate
- Measure: Number of closed leaking USTs

Invest Staff and Resources in Rural Utah

Supports the Governor's Utah Home Initiative: Include Rural Utah in the Economic Future of our state.

OBJECTIVE 2.1. Develop policies and programs to address the unique needs of rural Utahns to ensure access and alignment across the state.

District engineer model expanded to support increased needs in rural Utah.

- Measure: Number of regulatory activities conducted by regional DEQ staff

Positions in rural communities strategically filled to carry out DEQ compliance and technical assistance functions.

- Measure: Number of rural jobs maintained and new jobs created

OBJECTIVE 2.2. Invest in rural drinking water and wastewater infrastructure

Water Quality and Drinking Water revolving loan funds provide low cost loans or grants to local municipalities to invest in rural drinking and wastewater systems.

- Measure: Amount of funds obligated to rural infrastructure projects from the Drinking Water and Water Quality SRF programs

Ensure the longevity and resilience of water infrastructure across the State.

- Measure: Number of new projects online in rural Utah
- Measure: Develop budget requests for state grant and loan programs to maintain strong state support in water infrastructure development (Utah Home)
- Measure: Develop an annual list of public water systems the Division of Drinking Water assisted with funding, planning assistance, and technical assistance to support Utah Home 2.1.1. (Utah Home)

ARPA funds and other federal grants leveraged to benefit new sewer investment in rural communities.

- Measure: Amount of federal funds deployed in rural Utah



Deliver First in Class Customer Service Statewide

Supports the Governor's Utah Home Initiative: Utahns deserve first in class state government services. Weak connections between government and the public decrease the effectiveness of services and reduce trust. We are committed to meeting people where they are, listening better, and being more responsive to citizens' needs.

OBJECTIVE 3.1. DEQ will invest in modernizing our tools, forms, databases and systems to be more customer focused, reduce redundancy, improve consistency, and enhance our ability to make timely data-driven decisions.

Update data management systems to be more responsive to benefit our customers with transparent and timely permitting, and compliance actions.

- Measure: Completion of the Water Quality compliance and enforcement database

Replacement of division legacy systems such as the TEMPO database with a relational database that can better predict future regulatory activity.

- Measure: Number of rural jobs maintained and new jobs created

Migration to online services

- Measure: 90% of documents processed electronically by 2024

Processes and procedures established that allow the regulated community to submit required documents electronically to all divisions.

Upgraded oil/gas inventory submission process and database.

Technology solutions that support a modern, mobile workforce to allow us to be more adaptive and responsive to communities, customers, and other government agencies.

OBJECTIVE 3.2. DEQ's regulatory approach, including enforcement, is consistent and transparent to stakeholders.

Promote compliance through education and technical assistance.

- Measure: Compliance Rate of x-ray facilities
- Measure: Facility compliance with air quality standards

Proactive engagement with our customers and stakeholders to seek feedback to improve our work.

- Measure: Population served by an approved water system

Adopt technology that assists making defensible decisions using accurate and reliable data with quality science.

Provide online access to information about permitting and licensing actions to ensure the opportunity for public participation in the process.

Publically shared [metrics](#) to inform the public on DEQ's progress.

Annual Work Plan

- [Ongoing Work Plan](#)
- [FY2023 Work Plan](#)

Ongoing Work Plan

Goal #	Objective #	Strategy	Measure	Champion	Budget & Resource Needs	Completion Timeline	Status
1	1.1	Make incremental improvements in water quality to support all beneficial uses including fishing, swimming, drinking, and agricultural irrigation for crops and livestock use.	Percent of water quality permit holders in compliance	DWQ	Staff Time	Ongoing	Underway
1	1.1	Reduce total pollution loading to state waters from wastewater and septic systems through improved wastewater infrastructure.	Municipal wastewater effluent quality (mg/L Oxygen Potential)	DWQ	Staff Time	Ongoing	Underway
1	1.1	Ensure greater compliance with drinking water standards through effective communication, active outreach, and on-site assistance.	Number of Public Water Systems with an approved rating	DDW	Staff Time	Ongoing	Underway
1	1.1	Support legislation and implement coordinated plans to ensure the longevity of the GSL.	Draft Water Quality Standards and Monitoring Sections to support GSL Water Quality Strategy Utah Home 2.1.2. (Utah Home) Draft Water Quality Standards and Monitoring Sections to support GSL Water Quality Strategy Utah Home 2.1.2. (Utah Home)	DWQ	Staff Time	Ongoing	Underway
1	1.1	Support legislation	Model review for	DWQ	Staff Time	Ongoing	Underway

Ongoing Work Plan

Goal #	Objective #	Strategy	Measure	Champion	Budget & Resource Needs	Completion Timeline	Status
		and implement coordinated plans to ensure the longevity of the GSL.	post-construction stormwater retention impacts analysis for GSL watershed to support Utah Home 2.1.2. (Utah Home)				
1	1.2	Support programs and policies that reduce air emissions.	Per capita rates of statewide air emissions	DAQ	Staff Time	Ongoing	Underway
1	1.2	Deploy effective monitoring and related studies to tailor solutions to areas impacted by poor air quality.	Number of Photochemical Assessment Monitoring (PAMS) ozone monitors deployed	DAQ	Staff Time	Ongoing	Underway
1	1.2	Engage area stakeholders involved in generating information and developing regional solutions.	Host monthly industry stakeholder engagement sessions	DAQ	Staff Time	Ongoing	Underway
1	1.2	Engage area stakeholders involved in generating information and developing regional solutions.	Host monthly advocate engagement sessions	DAQ	Staff Time	Ongoing	Underway
1	1.2	Promulgate rules and develop incentive programs to meet federal ozone standards.	Number of new rules implemented	DAQ	Staff Time	Ongoing	Underway
1	1.2	Promulgate rules and develop incentive programs to meet federal ozone standards.	Division of Air Quality lawn equipment exchange program incentives	DAQ	Staff Time and Federal Grants	Ongoing	Underway
1	1.2	Protect citizens from the harms of	Percent of permits and licenses issued	DWMRC	Staff Time	Ongoing	Underway

Ongoing Work Plan

Goal #	Objective #	Strategy	Measure	Champion	Budget & Resource Needs	Completion Timeline	Status
		radiological and other forms of hazardous waste.	within set time frames				
1	1.2	Work with local communities to access available tools such as the Brownfields program to identify and assess eligible sites and remediate and redevelop them for beneficial reuse through tools including the Voluntary Cleanup Program.	Number of issued Brownfield tools	DERR	Staff Time	Ongoing	Underway
1	1.2	Implement preventative measures through outreach, permitting, and compliance follow-up and assistance.	Underground storage tank (UST) Compliance Rate	DERR	Staff Time	Ongoing	Underway
1	1.2	Implement preventative measures through outreach, permitting, and compliance follow-up and assistance.	Number of closed leaking USTs	DERR	Staff Time	Ongoing	Underway
2	2.1	District engineer model expanded to support increased needs in rural Utah.	Number of regulatory activities conducted by regional DEQ staff	EDO	Staff Time	Ongoing	Underway
2	2.1	Positions in rural communities strategically filled to carry out DEQ compliance and technical assistance functions.	Number of rural jobs maintained and new jobs created	EDO	Existing Budget & potential budget request for FTE	Ongoing	Underway
2	2.2	Water Quality and Drinking Water revolving loan funds	Amount of funds obligated to rural infrastructure	DWQ & DDW	Existing Budget, Grant	Ongoing	Underway

Ongoing Work Plan

Goal #	Objective #	Strategy	Measure	Champion	Budget & Resource Needs	Completion Timeline	Status
		provide low-cost loans or grants to local municipalities to invest in rural drinking and wastewater systems.	projects from the Drinking Water and Water Quality SRF programs		Funding, Request additional funding		
2	2.2	Ensure the longevity and resilience of water infrastructure across the State.	The number of new projects online in rural Utah	DWQ & DDW	Existing Budget, Grant Funding, Request additional funding	Ongoing	Underway
2	2.2	Ensures the longevity and resilience of water infrastructure across the State.	Develop budget requests for state grant and loan programs to maintain strong state support in water infrastructure development (Utah Home)	DWQ & DDW	Existing Budget	Ongoing	Underway
2	2.2	Ensure the longevity and resilience of water infrastructure across the State.	Develop an annual list of public water systems the Division of Drinking Water assisted with funding, planning assistance, and technical assistance to support Utah Home 2.1.1. (Utah Home)	DDW	Staff Time	Ongoing	Underway
2	2.2	ARPA funds and other federal grants leveraged to benefit new sewer investment in rural communities.	Amount of federal funds deployed in rural Utah	DWQ & DDW	Staff Time	Ongoing	Underway
3	3.1	Replacement of division legacy systems such as the TEMPO database with a relational	The number of rural jobs maintained, and new jobs created	EDO	Existing Budget & potential budget request for	Ongoing	Underway

Ongoing Work Plan

Goal #	Objective #	Strategy	Measure	Champion	Budget & Resource Needs	Completion Timeline	Status
		database that can better predict future regulatory activity.			FTE		
3	3.1	Migration to online services	90% of documents processed electronically by 2024	EDO	Existing Budget	Ongoing	Underway
3	3.1	Processes and procedures established that allow the regulated community to submit required documents electronically to all divisions.		EDO	Existing Budget	Ongoing	Underway
3	3.1	Upgraded oil/gas inventory submission process and database.		DWMRC	Existing Budget	Ongoing	Underway
3	3.1	Technology solutions that support a modern, mobile workforce to allow us to be more adaptive and responsive to communities, customers, and other government agencies.			Existing Budget	Ongoing	Underway
3	3.1	Update data management systems to be more responsive to benefit our customers with transparent, timely permitting and compliance actions.	Completion of the Water Quality compliance and enforcement database	DWQ	Staff Time	2023	Underway
3	3.2	Promote compliance through education and technical assistance.	Compliance Rate of x-ray facilities	DWMRC	Existing Budget	Ongoing	Underway
3	3.2	Promote compliance	Facility compliance	DAQ	Existing	Ongoing	Underway

Ongoing Work Plan

Goal #	Objective #	Strategy	Measure	Champion	Budget & Resource Needs	Completion Timeline	Status
		through education and technical assistance.	with air quality standards		Budget		
3	3.2	Proactive engagement with our customers and stakeholders to seek feedback to improve our work.	Population served by an approved water system	DDW	Existing Budget	Ongoing	Underway
3	3.2	Adopt technology that assists in making defensible decisions using accurate and reliable data with quality science.		EDO	Existing Budget	Ongoing	Underway
3	3.2	Provide online access to information about permitting and licensing actions to ensure the opportunity for public participation in the process.		EDO	Existing Budget	Ongoing	Underway
3	3.2	Publically shared metrics to inform the public on DEQ's progress.		EDO	Existing Budget	Ongoing	Underway

FY2023 Work Plan

Goal #	Objective #	Strategy	Measure	Champion	Budget & Resource Needs	Completion Timeline	Status
1	1.1	Reduce total pollution loading to state waters from wastewater and septic systems through improved wastewater infrastructure.	Complete the Clean Water Needs Survey (Utah Home 2.1.1 & Action Plan for Water)	DWQ	Staff Time	2023	Underway
			Complete the Drinking Water Needs Assessment (Utah Home 2.1.1 & Action Plan for Water)	DDW	Staff Time	2023	Underway
1	1.1	Increase the capacity and resiliency of Utah's drinking water systems to allow for smart and sustainable growth.	Measure: Adopt and implement rules and guidance to support communities in developing asset management plans (Utah Home 2.1.1)	DDW	Staff Time	2023	Underway
1	1.2	Deploy effective monitoring and related studies to tailor solutions to areas impacted by poor air quality.	Complete the Wasatch Front dust PM10 analysis	DAQ	Staff Time	2023	Underway
3	3.1	Update data management systems to be more responsive to benefit our customers with transparent, timely permitting, and compliance actions.	Completion of the Water Quality compliance and enforcement database	DWQ	Staff Time	2023	Underway



OUR VISION

Clean air, land and water for a healthy and prosperous Utah.

OUR MISSION

Safeguarding and improving Utah's air, land and water through balanced regulation.

OUR VALUES

EXCEPTIONAL SERVICE We are public servants committed to the people of Utah and our customers. We solve problems, actively engage stakeholders, and are professional, responsive and fair.

COMMITMENT TO EMPLOYEES We value our dedicated employees as our greatest asset. We treat each other with respect, foster professional development and celebrate our individual and collective contributions.

CREDIBILITY & TRUST We earn the public's trust by showing we care, demonstrating expertise in our work, and basing our decisions on science and the law. We act with integrity and make accurate and reliable information accessible to the public.

CONTINUOUS IMPROVEMENT We are accountable for taxpayer dollars. We improve our performance and implement innovations that advance quality, efficiency and effectiveness.

PRINCIPLES OF OUR WORK

We are dedicated to environmental stewardship and protecting public health, while also recognizing the importance of supporting the conditions to foster economic growth.

We are problem solvers who are solutions oriented. We believe that there is a Utah Way where business can thrive and human health and the environment are protected.

We are collaborative team players working in partnership with stakeholders, businesses, local, state, tribal and federal entities to protect Utah's environment.