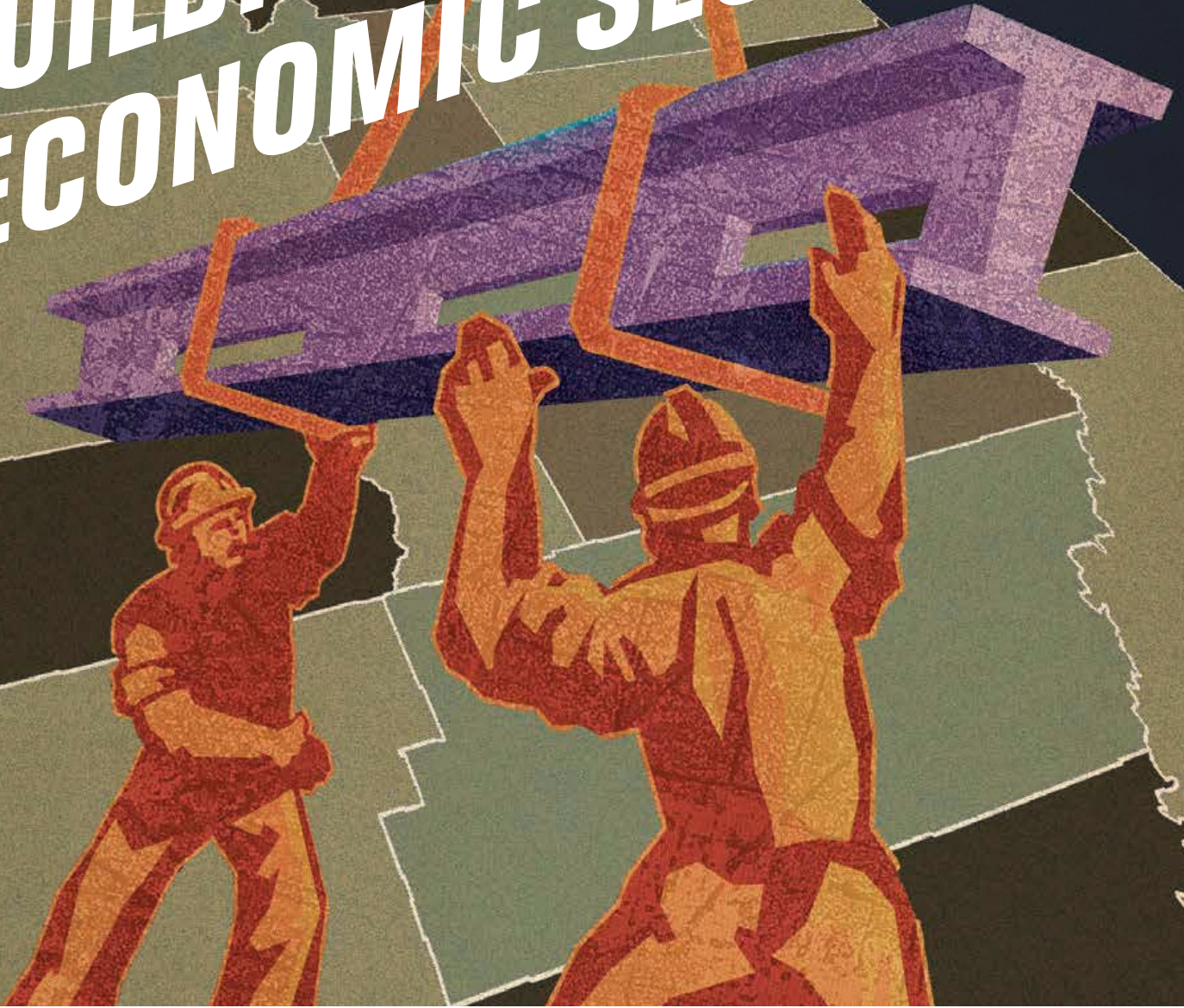


BUILDING ECONOMIC SECURITY



A MARSHALL PLAN FOR RURAL UTAH

How can we revitalize Utah's rural economies?



Source: The George C. Marshall Foundation

The Marshall Plan

In 1947, Secretary of State George Marshall called for extraordinary action on behalf of the US to secure Western Europe's economic future as many countries struggled to rebound from World War II. Passed by congress a year later, the formally called European Recovery Program, as one historian put it, "helped rebuild Italy's Fiat auto plant, modernized mines in Turkey, and enabled Greek farmers to purchase Missouri mules."¹

The fundamentals of the plan primed the pump by supplying critical investment and materials to jumpstart production, offering technical assistance by sharing modern productivity methods, and lessening interstate barriers and regulations.² The plan worked. Europe's Gross National Product rose 32.5 percent between 1947 and 1951, industrial production increased by 40 percent over pre-war levels, and agricultural production exceeded pre-war levels by 11 percent.³

Needs of each country differend as each had distinct assets and specialties. Ultimately, the plan was successful, in part, because of three key characteristics:

- 1. The significance of the investment.** While a short-term economic sacrifice, the United States recognized a thriving Europe was in the country's best economic and national interest.
- 2. The plan was highly organized and well-led.**
- 3. A tight time frame of four years.** Those four years saw the fastest period of growth in European history.⁴ The standard of living in participating counties grew almost 150 percent over the next three decades.⁵

While not a perfect analogy, like struggling western Europe, each rural region in Utah has its own rich history and character that define their specific economic concerns. The Marshall Plan provided the economic momentum needed to help Europe achieve economic viability, and serves as a useful metaphor to inspire bold action in the Beehive State.

What does a Marshall Plan for rural Utah look like?

According to various metrics, Utah has one of the best performing economies in the nation. However, a closer look reveals that 11 rural counties currently have fewer jobs available than before the recession of 2008. In other words, these counties have contracted while the rest of the state has experienced economic growth.

Understanding that rural economic revitalization is a priority of Governor Herbert and his administration, the Utah Center for Rural Life asked the Kem C. Gardner Policy Institute to "imagine" a Marshall Plan for rural Utah, and to present the idea at the 2017 Utah Rural Summit.

This issue brief presents the idea of a Utah Marshall Plan that helps economically struggling rural communities.

A Tale of Two Utah's

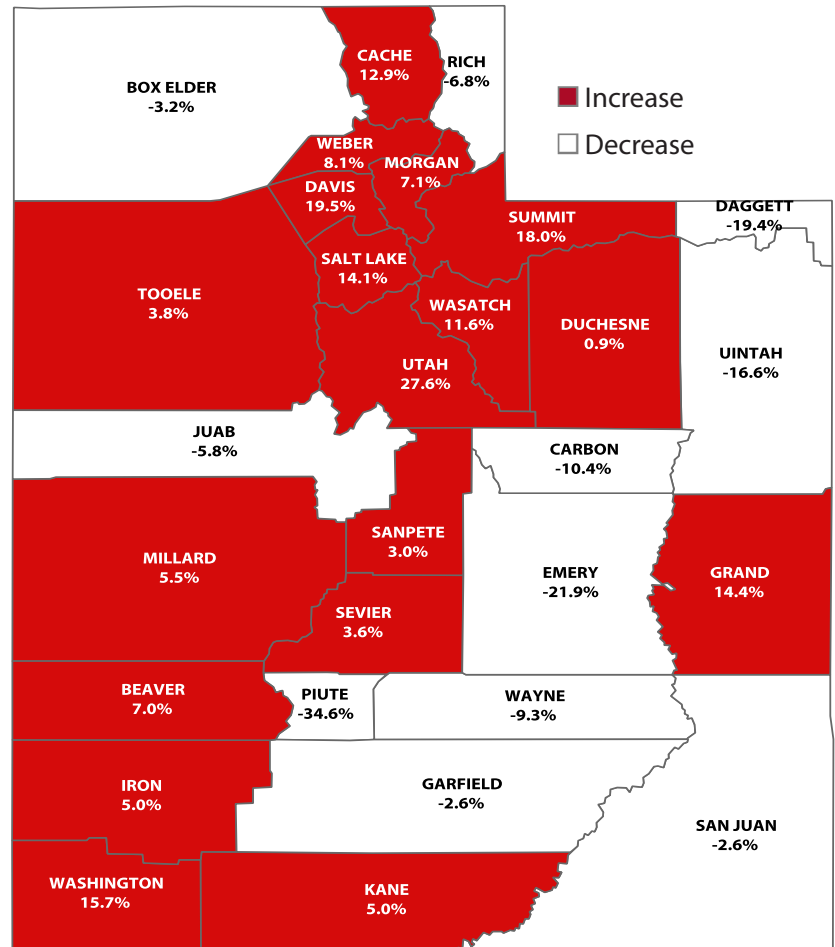
Borrowing from Charles Dickens, the Kem C. Gardner Policy Institute has dubbed the economic disparity between parts of rural Utah and urban Utah as "A tale of two Utahs." While not war-torn or destitute like post-war western Europe, parts of rural Utah are indeed experiencing what has been called a "silent recession."⁶

Jobs - Utah has gained national recognition as one of the best performing economies in the nation. The "other" Utah, however, is experiencing economic loss. The economies of 11 counties have contracted since the fourth quarter of 2007, just before the Great Recession hit in 2008.⁷ This contraction is not just lower rates of job growth or higher unemployment rates; the current number of jobs available in these counties are less than they were in late 2007.

Unemployment - Three rural Utah counties register unemployment rates in excess of 6.5 percent. Of these, Garfield, Wayne, and San Juan counties have unemployment rates that exceed 7.0 percent. A high percentage of people in these counties are unable to find jobs to support themselves and their families. As a comparison, the July 2017 unemployment rate in Salt Lake County is 3.2 percent and 4.3 percent for the country.⁸

Aging - Another troubling trend is many parts of rural Utah are aging much faster than the state average. The state, Piute, Kane, Garfield, Daggett and Wayne all had about the same median age in 1960. While all of these areas grow older over time, these rural counties get older much faster than the state average. For example, the median age

Figure 1: Employment Change by County, 4Q2007 - 4Q2016



Source: Department of Workforce Services

in Kane County today is about 45 years of age. This means one-half the population in Kane County is older than 45 years old and one half is younger. Statewide, the median age is 15 years younger. The result is that Kane County has far fewer young people and working age people to support an ever-aging generation of Baby Boomers.⁹

Net Migration - Since 2010, various rural counties have seen more of their workforce move away unlike urban counties, who have experienced steady population growth.

For more detailed information on these data points, please refer to the appendix.

How do we create a Marshall Plan for rural Utah?

Rural Strategy Meeting

Imagining a Marshall Plan for rural Utah requires the input of many people. The Utah Center for Rural Life and Gardner Policy Institute convened a group of rural Utah experts that specialize in particular industries or sectors including healthcare, manufacturing, tourism, energy, and development. The purpose of this strategy meeting was to discuss big economic development ideas for rural Utah that could span regional differences and needs. The challenge was to think big and visionary like General Marshall. At the strategy meeting, the group recognized four tenets needed for a bold plan.

1. It starts with vision.

Vision drives progress. It is important to envision purposeful action that will bolster economic security, sustainability, and prosperity in rural communities.

2. We are all in this together.

Rural and urban Utah share a common destiny and achieve greater prosperity together. Revitalization must transcend political boundaries.

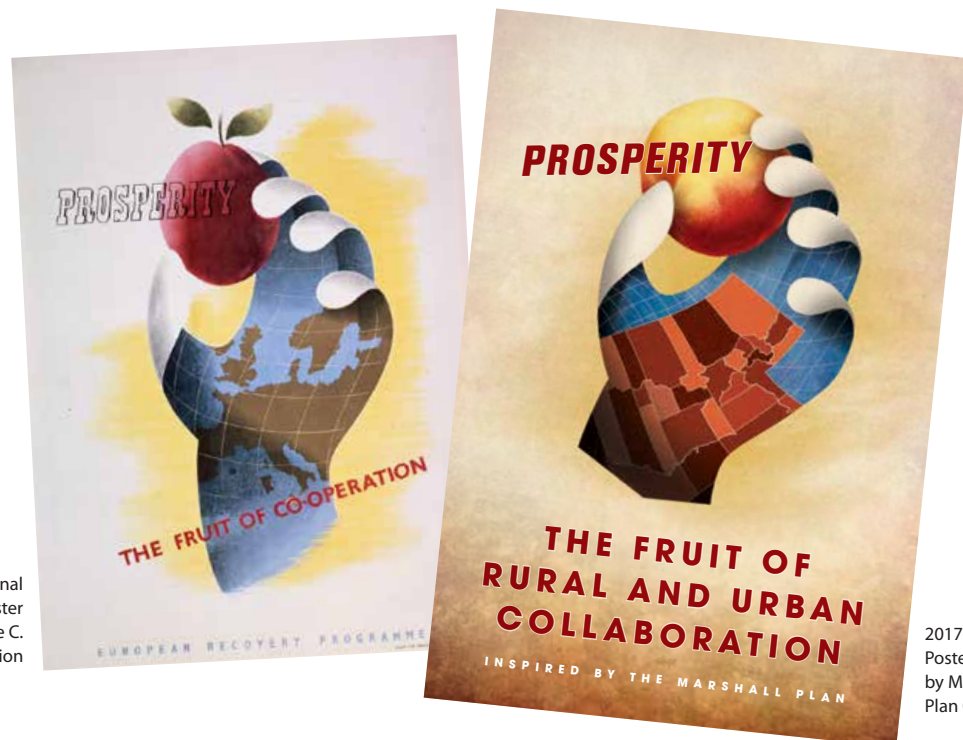
3. Smart investment works.

Investment lies at the heart of any economic development strategy. Focus should be on data-driven, locally engaged decisions with a measurable return on investment to reduce wasteful spending.

4. Public communication matters.

Public policy challenges are complicated and difficult to solve, yet every public policy success is a triumph of communications. Simple, powerful messages will be necessary to reaffirm the need and convey possible solutions.

Figure 2. Communicating the Value of Cooperation and Collaboration



1950 Original Marshall Plan Poster from The George C. Marshall Foundation

2017 Utah Poster Inspired by Marshall Plan Campaign

The strategy group convened at the Gardner Policy Institute envisioned the creation of a public movement to revitalize Utah's rural economies. They brainstormed a "People's Proclamation" to unify the state's efforts. Below is the conceptual draft they developed.

A PEOPLE'S PROCLAMATION

TO INVEST IN RURAL UTAH

A bold and urgent movement to revitalize Utah's rural economies

INSPIRED BY THE UNITED STATES MARSHALL PLAN OF 1948

We

as people who are interested in the economic vitality and security of all of Utah, proclaim the need and vision to invest in rural Utah. Inspired by the great Marshall Plan of 1948 that rebuilt the economies of Europe, we envision purposeful action that will create more economic security and sustainability, and reduce economic hardship in rural communities. We seek a specific, immediate process to cultivate empowerment of rural leaders, greater investment in rural human and physical capital, and more urban-rural collaboration. We believe such a movement will support Gov. Herbert's 25K JOBS initiative and other rural priorities of the administration. In keeping with these objectives, we pledge our support for investment that reflects these mutual aspirations and plans:

1. **Common vision of prosperity** – We share a common vision for economic prosperity. Both urban and rural economies achieve greater prosperity together.
2. **Priority of statewide significance** – We view the economic success of rural communities as a priority of statewide significance. We envision state leadership through the governor's office with significant and meaningful local direction and engagement.
3. **Bold action** – We believe future solutions require bold action. Past actions, strategies, and programs on the part of state and local government have not been sufficient to stop economic contraction in many rural communities.
4. **Significant investment** – We believe it will take a sizeable investment to jumpstart rural Utah economies. Innovative funding sources must be tapped, including private investment. We should analyze ways to better coordinate and leverage existing funding sources, and streamline access for eligible applicants.
5. **Regional focus** – We believe revitalization must transcend political boundaries. Markets do not follow county and city lines. Communities and counties must work together to develop the regional economy.
6. **Process** – We envision a process led by Gov. Herbert, Lt. Gov. Cox, and the Governor's Rural Partnership Board. With the help of an independent technical team of current state and local economic development experts, our leaders will identify focus areas, evaluate existing programs and policies, identify new projects and policies, and release a draft plan for comment. They will then revise and finalize the plan and begin implementation.
7. **Timeline** – We propose that an evaluation of existing programs and policies begin immediately, and a handful of projects and policies be submitted to the Utah Legislature for funding in the 2018 General Session, with additional research and recommendations to follow for a period of four years.
8. **Projects and policies, not plans** – We seek to develop a strategy that directs funds to projects and policies with the greatest potential to create wealth in rural economies.
9. **Big ideas** – We encourage all Utahns to share their best, biggest, and boldest ideas.

We pledge our best efforts to invest in rural Utah and invite others to join us.

Big Ideas

The rural strategy summit group stressed certain criteria are critical for successful economic development:

- A healthy and trained workforce
- Regional thinking
- Infrastructure development
- Leadership training
- Technical assistance

Examples of ideas discussed address these criteria, but also fit into an ambitious framework created with Marshall Plan-aspirations in mind. A sample of these ideas follow.



Photo: DJ Benway

Strategy Summit Group Input on Big Ideas

- **State Rural Economic Development Director** - The best plan can fail without leadership. Appoint a rural-focused economic development expert through the governor's office to work with rural communities, the Governor's Rural Partnership Board, the Utah Legislature, and the private sector to move projects forward.
- **Create a Rural Job Corps** - Send graduates to rural communities in need of skills and leadership, or train community residents in specialized, localized tasks. This benefits both the communities and the students who participate.
- **Domestic trade missions** - Initiate domestic trade missions for companies in urban Utah to visit rural areas and discover potential expansion opportunities. Trade missions to Asia, Europe, Mexico, the Middle East, and elsewhere have their place, but we also need to focus within our own borders.
- **Software coding** - Utah's rapidly growing Silicon Slopes and other components of the tech economy continue to prosper. Rural students should be given the skills they need to work in the tech sector right in their home town by delivering world-class computer coding and IT classes to rural Utah middle and high schools.
- **Urban-rural partnerships** - Create urban-rural partnerships for satellite offices, product design, research and development, manufacturing, and other opportunities.
- **Workforce development** - Attracting business to rural areas requires a ready workforce. Specific workforce development needs depend on the area. Ideas include investing in region-specific training and secondary education as well as resources to address addiction.
- **Tourism infrastructure** - Invest in local tourism infrastructure based on greatest need. Utah continues to attract a record number of visitors. More can be done to benefit from the dollars they bring to our state. Destination cycling and agri-tourism are two of many ideas to enhance tourism's economic impact in rural Utah.
- **Tax policies** - Utah's tax code needs modernization. One area of interest is the consequences, both intended and unintended, of local option sales tax distribution formulas.

- **Special Assessment Areas** - A major problem businesses face is access to capital, especially for larger projects. There are plenty of projects being talked about, but many are struggling to secure funding. The Special Assessment Area tool has the ability to be a substantial mechanism to assist economic development in rural Utah.
- **Fund Business Resource Centers** - Most new jobs in rural areas come from the growth of existing businesses. BRC's have a proven track record of helping businesses grow. BRC's should be available in every county.
- **Work-from-Home Pilot Program** – Using Piute county's program as a model, facilitate relationships between free-lance workers and worker brokerage firms to encourage quality employment opportunities through online training, face-to-face mentoring, and software licensing.
- **Develop Statewide Entrepreneur Support Programs and Networks** – Investigate successful statewide entrepreneur programs in other states, such as Network Kansas and the Nebraska Center for Rural Entrepreneurship, which are dedicated to developing entrepreneurial ecosystems by connecting small businesses to a wide network of business-building resource organizations across the state.
- **Leverage existing funding sources** – Reprioritize existing funding sources to determine how they can better align with rural economic development.
- **GOED satellite offices** – Locate satellite GOED offices in strategically located rural communities. Access to GOED expertise and programs would increase if travel to Salt Lake City wasn't required, or if communities weren't dependent on a circuit rider employee to visit.
- **Develop regional destination tourism attractions** – Develop a theme and destination tourism attraction in each region of the state. A major goal being providing tourists evening entertainment in rural communities.
- **USDA/RD grant assistance** – USDA/RD grant applications can be very complicated. Provide dedicated staff to help rural communities apply for these much-needed funds and assist in the follow-up reporting process.
- **Silicon Slopes to Rural Utah Partnership** – Information technology jobs are not confined to a factory production floor; many positions can be performed from any location with broadband. Rural Utah benefits from excellent broadband capacity and close proximity to "Silicon Slopes" expertise. Initiate an effort for engagement and training opportunities between Utah's IT sector and rural communities.
- **Virtual natural gas project** – Availability of natural gas is critical to the competitiveness of rural communities, but many lack connectivity. Deliver natural gas to these communities by truck on a weekly basis, a practice commonplace in other countries.
- **Market rural Utah to Wasatch Front businesses** – There is great potential for Wasatch Front businesses to expand through satellite operations or utilizing work-from-home employees. The state should develop a marketing program that highlights the advantages of doing business in a rural community, and a list of incentives if they choose to do so.
- **Promote rural business incentives** - Rural Utah has a toolkit of excellent business incentives, but they are relatively unknown in business circles. Develop a partnership between rural Utah and EDCU to develop a strategy to educate rural businesses on these funding opportunities.
- **Enterprise Ready designation** – Develop an "Enterprise Ready" designation that signals a community is proactively prepared and ready to meet the needs of business. This designation could also act as a qualifier for funding and resources.
- **Rural Professionals Scholarship Program** – Modeled after the Rural Physicians Scholarship program, but targets other professions such as teachers, technical experts, and even businesses.

Appendix

Table 1. Utah Nonfarm Jobs, Levels and Year-to-Year Change, 2008-2016

COUNTY	2008 # of jobs	2007-2008 change	2009 # of jobs	2008-2009 change	2010 # of jobs	2009-2010 change	2011 # of jobs	2010-2011 change	2012 # of jobs	2011-2012 change	2013 # of jobs	2012-2013 change	2014 # of jobs	2013-2014 change	2015 # of jobs	2014-2015 change	2016 # of jobs	2015-2016 change
BEAVER	2099	46	2178	79	2000	-178	2102	102	2094	-8	2325	231	2267	-58	2379	112	2273	-106
BOX ELDER	20412	94	18352	-2060	17102	-1250	16366	-736	16157	-209	16949	792	17494	545	18509	1015	19750	1241
CACHE	50709	773	49031	-1678	49666	635	50369	703	51176	807	52055	879	53790	1735	55397	1607	56682	1285
CARBON	9673	426	9574	-99	9401	-173	9332	-69	9128	-204	8870	-258	8778	-92	8817	39	8415	-402
DAGGETT	427	-59	408	-19	426	18	415	-11	401	-14	398	-3	401	3	432	31	423	-9
DAVIS	103378	-197	99913	-3465	100375	462	105135	4760	108012	2877	110749	2737	114325	3576	118700	4375	121232	2532
DUCHESNE	8415	1037	7768	-647	7332	-436	8016	684	9046	1030	9267	221	9681	414	8440	-1241	7629	-811
EMERY	3786	-120	3694	-92	3780	86	3637	-143	3361	-276	3402	41	3385	-17	3171	-214	3082	-89
GARFIELD	2425	86	2255	-170	2369	114	2314	-55	2289	-25	2235	-54	2198	-37	2236	38	2276	40
GRAND	4682	25	4517	-165	4493	-24	4615	122	4822	207	4892	70	5073	181	5252	179	5407	155
IRON	16659	-335	15647	-1012	15086	-561	15123	37	15131	8	15303	172	15993	690	16453	460	17478	1025
JUAB	3342	-321	3282	-60	3136	-146	3030	-106	3085	55	3278	193	3249	-29	3381	132	3456	75
KANE	3172	-19	2995	-177	2990	-5	2987	-3	3010	23	3067	57	3197	130	3311	114	3408	97
MILLARD	4002	15	3872	-130	3949	77	3959	10	3895	-64	3962	67	4034	72	4093	59	4159	66
MORGAN	1895	-88	1832	-63	1814	-18	1789	-25	1747	-42	1858	111	1947	89	2057	110	2128	71
PIUTE	351	-5	314	-37	287	-27	268	-19	247	-21	248	1	229	-19	231	2	229	-2
RICH	765	13	707	-58	631	-76	604	-27	611	7	659	48	683	24	713	30	760	47
SALT LAKE	602880	1653	573450	-29430	571259	-2191	583010	11751	603913	20903	624309	20396	639511	15202	661271	21760	684639	23368
SAN JUAN	4238	-7	4118	-120	4187	69	4198	11	4074	-124	4108	34	4067	-41	4158	91	4142	-16
SANPETE	7667	150	7202	-465	6693	-509	6860	167	7172	312	7131	-41	7231	100	7540	309	7820	280
SEVIER	8139	83	7812	-327	7829	17	7886	57	8021	135	7977	-44	8082	105	8315	233	8391	76
SUMMIT	22716	816	20755	-1961	20681	-74	21877	1196	22666	789	23379	713	24356	977	25388	1032	26500	1112
TOOELE	15517	13	15447	-70	15644	197	15981	337	15813	-168	15418	-395	14940	-478	15017	77	15818	801
UINTAH	15273	1011	13321	-1952	13284	-37	14194	910	14933	739	14591	-342	15049	458	13904	-1145	12349	-1555
UTAH	184882	-1171	175388	-9494	174639	-749	181056	6417	190111	9055	200154	10043	208836	8682	222236	13400	234648	12412
WASATCH	6566	-537	5890	-676	5838	-52	5973	135	6273	300	6748	475	7232	484	7721	489	8178	457
WASHINGTON	51503	-2010	46993	-4510	45703	-1290	46521	818	48914	2393	51445	2531	54370	2925	57051	2681	60992	3941
WAYNE	1096	21	1052	-44	1056	4	945	-111	892	-53	918	26	945	27	974	29	1002	28
WEBER	95971	-174	91001	-4970	89690	-1311	90116	426	91837	1721	94662	2825	96808	2146	100714	3906	103903	3189

Source: Department of Workforce Services

Appendix

Table 2. Annual Change in Utah Nonfarm Jobs by County, 2008-2016

COUNTIES	2007-2008 # change	2008-2009 # change	2009-2010 # change	2010-2011 # change	2011-2012 # change	2012-2013 # change	2013-2014 # change	2014-2015 # change	2015-2016 # change	TOTAL
BEAVER	46	79	-178	102	-8	231	-58	112	-106	220
BOX ELDER	94	-2060	-1250	-736	-209	792	545	1015	1241	-568
CACHE	773	-1678	635	703	807	879	1735	1607	1285	6746
CARBON	426	-99	-173	-69	-204	-258	-92	39	-402	-832
DAGGETT	-59	-19	18	-11	-14	-3	3	31	-9	-63
DAVIS	-197	-3465	462	4760	2877	2737	3576	4375	2532	17657
DUCHESNE	1037	-647	-436	684	1030	221	414	-1241	-811	251
EMERY	-120	-92	86	-143	-276	41	-17	-214	-89	-824
GARFIELD	86	-170	114	-55	-25	-54	-37	38	40	-63
GRAND	25	-165	-24	122	207	70	181	179	155	750
IRON	-335	-1012	-561	37	8	172	690	460	1025	484
JUAB	-321	-60	-146	-106	55	193	-29	132	75	-207
KANE	-19	-177	-5	-3	23	57	130	114	97	217
MILLARD	15	-130	77	10	-64	67	72	59	66	172
MORGAN	-88	-63	-18	-25	-42	111	89	110	71	145
PIUTE	-5	-37	-27	-19	-21	1	-19	2	-2	-127
RICH	13	-58	-76	-27	7	48	24	30	47	8
SALT LAKE	1653	-29430	-2191	11751	20903	20396	15202	21760	23368	83412
SAN JUAN	-7	-120	69	11	-124	34	-41	91	-16	-103
SANPETE	150	-465	-509	167	312	-41	100	309	280	303
SEVIER	83	-327	17	57	135	-44	105	233	76	335
SUMMIT	816	-1961	-74	1196	789	713	977	1032	1112	4600
TOOELE	13	-70	197	337	-168	-395	-478	77	801	314
UINTAH	1011	-1952	-37	910	739	-342	458	-1145	-1555	-1913
UTAH	-1171	-9494	-749	6417	9055	10043	8682	13400	12412	48595
WASATCH	-537	-676	-52	135	300	475	484	489	457	1075
WASHINGTON	-2010	-4510	-1290	818	2393	2531	2925	2681	3941	7479
WAYNE	21	-44	4	-111	-53	26	27	29	28	-73
WEBER	-174	-4970	-1311	426	1721	2825	2146	3906	3189	7758
TOTAL	1219	-63872	-7428	27338	40153	41526	37794	49710	49308	175748
Wasatch Front*	111	-47359	-3789	23354	34556	36001	29606	43441	41501	157422
All 25 Rural Counties	1108	-16513	-3639	3984	5597	5525	8188	6269	7807	18326
Hardest Hit 11 Counties**	1139	-4711	-1418	-356	-125	478	822	48	-642	-4765

*Davis, Salt Lake, Utah, and Weber counties

**Box Elder, Carbon, Daggett, Emery, Garfield, Juab, Piute, Rich, San Juan, Uintah, and Wayne counties.

Source: Utah Dept. of Workforce Services

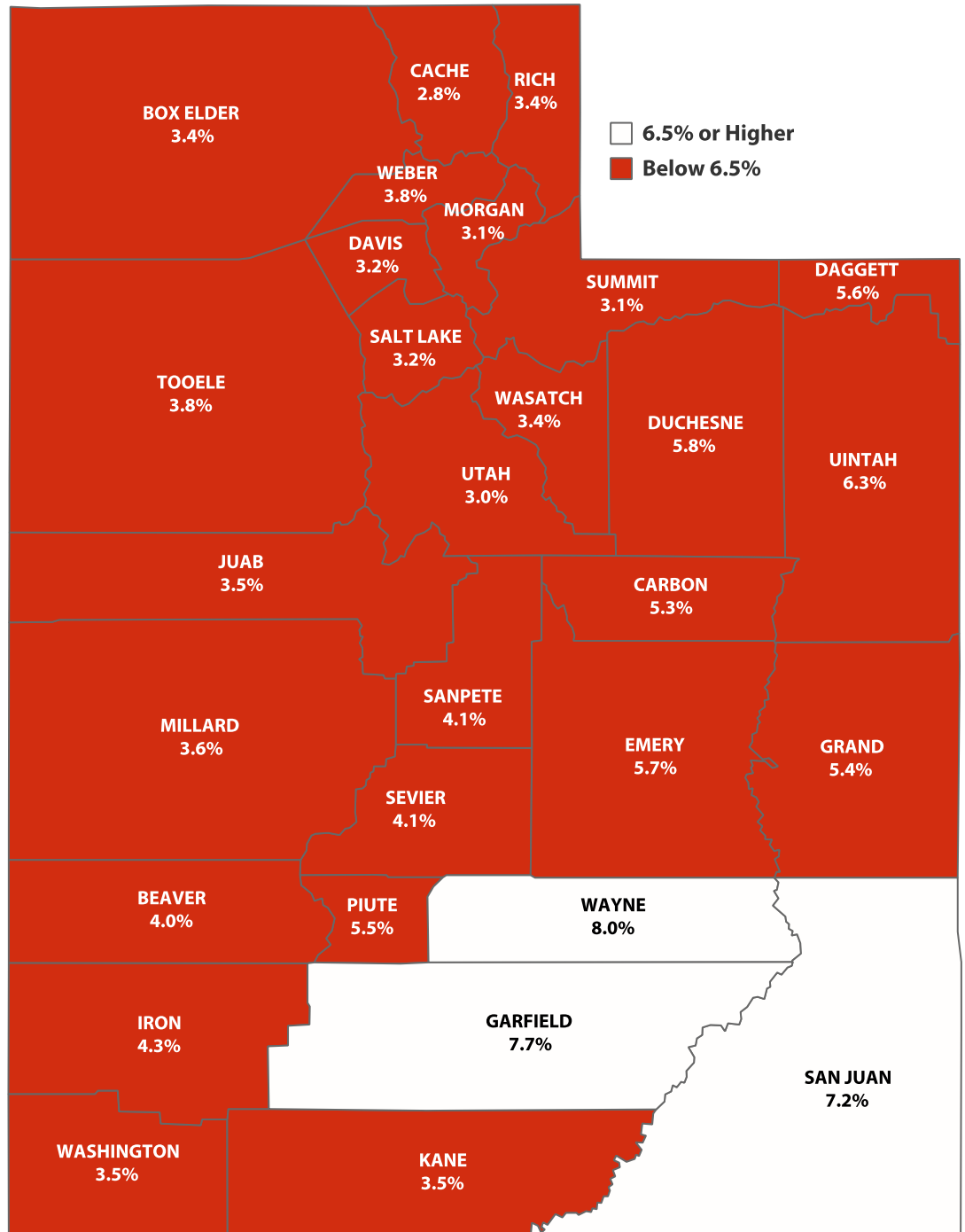
Appendix

Table 3. Unemployment Rates by County, July 2017

COUNTY	July 2017
BEAVER	4.0%
BOX ELDER	3.4%
CACHE	2.8%
CARBON	5.3%
DAGGETT	5.6%
DAVIS	3.2%
DUCHESNE	5.8%
EMERY	5.7%
GARFIELD	7.7%
GRAND	5.4%
IRON	4.3%
JUAB	3.5%
KANE	3.5%
MILLARD	3.6%
MORGAN	3.1%
PIUTE	5.5%
RICH	3.4%
SALT LAKE	3.2%
SAN JUAN	7.2%
SANPETE	4.1%
SEVIER	4.1%
SUMMIT	3.1%
TOOELE	3.8%
UINTAH	6.3%
UTAH	3.0%
WASATCH	3.4%
WASHINGTON	3.5%
WAYNE	8.0%
WEBER	3.8%

Source: Department of Workforce Services.

Figure 3: Unemployment Rates by County, July 2017



Source: Department of Workforce Services.

Appendix

Table 4: Annual Utah Net Migration (In-Migration less Out-Migration)

COUNTIES	2010	2011	2012	2013	2014	2015	2016	TOTAL
BEAVER	-16	-54	-58	32	-131	6	32	-190
BOX ELDER	-52	-5	-17	149	-27	196	547	791
CACHE	121	-307	-464	-678	-574	1,154	296	-451
CARBON	-2	-22	-55	-343	-180	-74	-9	-684
DAGGETT	9	25	2	38	-41	-1	-1	31
DAVIS	-81	1,376	960	1,687	1,270	2,095	2,446	9,752
DUCHESNE	33	45	386	283	-24	-57	-441	226
EMERY	5	17	-260	-86	-128	-245	-131	-829
GARFIELD	-13	26	13	-25	-34	-47	15	-65
GRAND	-0	89	101	-17	15	93	149	431
IRON	-122	120	-187	-242	50	651	846	1,116
JUAB	2	-15	-3	24	106	151	316	581
KANE	-8	66	82	17	-57	8	298	407
MILLARD	13	68	22	54	-32	-23	103	205
MORGAN	16	93	245	246	266	178	344	1,388
PIUTE	-3	25	16	19	-11	36	-20	61
RICH	11	-5	-48	5	8	20	-20	-29
SALT LAKE	-1,335	2,447	2,118	-1,619	-1,628	2,875	3,229	6,087
SAN JUAN	-20	141	262	-66	51	6	291	663
SANPETE	21	212	-83	-28	-143	196	210	385
SEVIER	-25	-65	48	-126	-30	15	165	-18
SUMMIT	160	485	224	11	203	297	512	1,893
TOOELE	-49	103	312	586	146	488	1,408	2,994
UINTAH	59	771	640	584	282	-71	-1,209	1,056
UTAH	-481	3,759	2,688	-474	3,157	8,987	8,117	25,752
WASATCH	74	582	783	535	660	922	1,084	4,641
WASHINGTON	126	1,885	1,155	2,027	2,355	3,079	4,899	15,525
WAYNE	-2	-31	-1	-29	-6	-14	-9	-93
WEBER	-85	-529	150	-872	-434	1,074	808	113
TOTAL	-1641	11301	9032	1693	5088	21994	24274	71741
Wasatch Front	-1,981	7,053	5,916	-1,279	2,365	15,031	14,599	41,704
All 25 Rural Counties	340	4247	3116	2972	2723	6963	9674	30036
Hardest Hit 11 Counties	-5	925	549	270	19	-44	-231	1484

*Davis, Salt Lake, Utah, and Weber counties

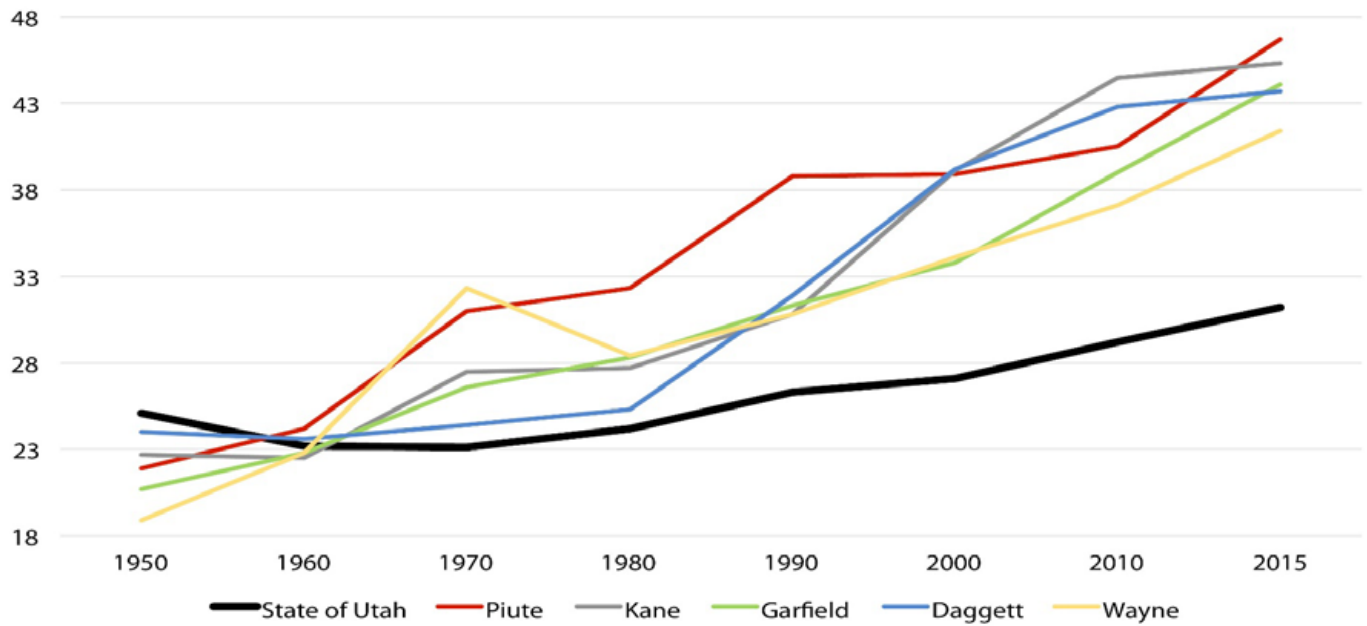
**Box Elder, Carbon, Daggett, Emery, Garfield, Juab, Piute, Rich, San Juan, Uintah, and Wayne counties.

Source: Department of Workforce Services

Appendix

Figure 4. Median Age, Utah and Select Rural Counties, 1950-2015

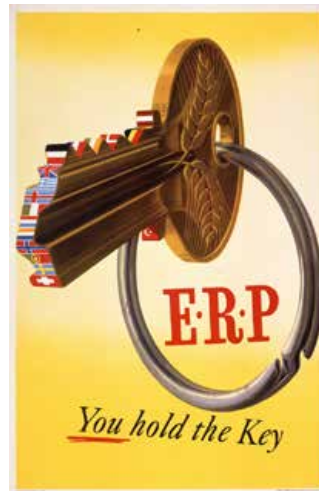
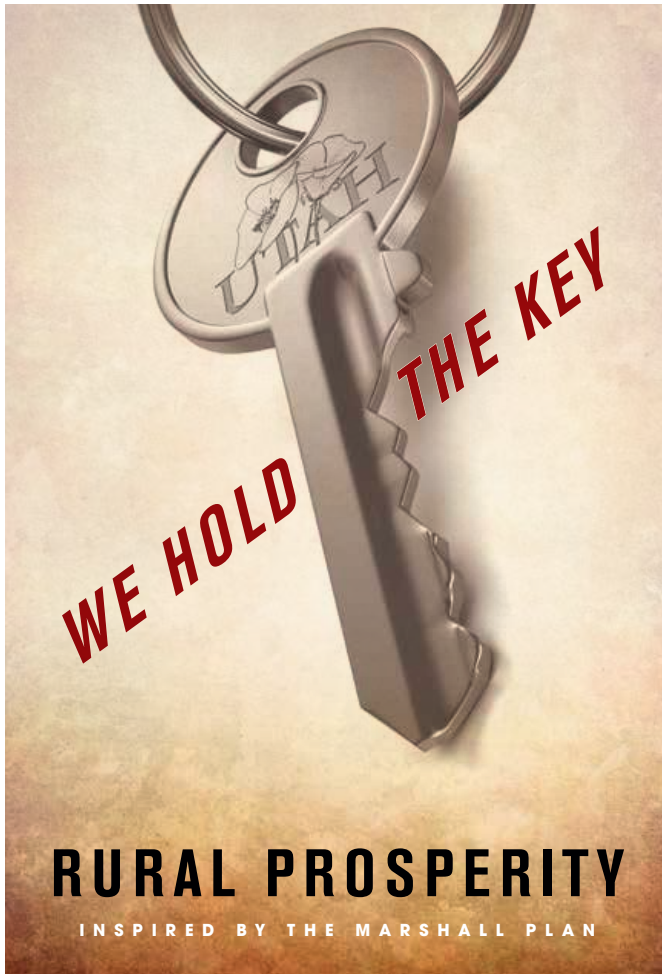
Median Age



Source: U.S. Census Bureau

Appendix

Figure 5. Additional original Marshall Plan posters and the Utah posters they inspired



Source for original posters:
The George C. Marshall
Foundation



Notes

1. Herring, G. C. (2008). *From Colony to Superpower: US Foreign Relations Since 1776*. Oxford University Press.
2. Sanford, W. F. (1987). *The Marshall Plan: Origins and Implementation*. US Department of State, Bureau of Public Affairs, Office of Public Communication, Editorial Division. http://marshallfoundation.org/library/wp-content/uploads/sites/16/2014/05/The_Marshall_Plan_Origins_and_Implementation_000.pdf
3. Harry S. Truman Special Message to the Congress: The President's Midyear Economic Report. July 23, 1951.
4. Marshall Plan. (2013, October 29). *New World Encyclopedia*, . Retrieved 16:59, August 21, 2017 from http://www.newworldencyclopedia.org/p/index.php?title=Marshall_Plan&oldid=975574.
5. Sanford, W. F. (1987). *The Marshall Plan: Origins and Implementation*. US Department of State, Bureau of Public Affairs, Office of Public Communication, Editorial Division. http://marshallfoundation.org/library/wp-content/uploads/sites/16/2014/05/The_Marshall_Plan_Origins_and_Implementation_000.pdf
6. Opening remarks by Wes Curtis, 2017 Utah Rural Summit.
7. Calculation by Kem C. Gardner Policy Institute.
8. Utah Department of Workforce Services.
9. Demographic analysis by the Kem C. Gardner Policy Institute. See Figure 4 in the appendix.

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