



ONE UTAH ROADMAP

“Together we will write the next incredible chapter of the story of our state as ONE UTAH.”

Gov. Spencer J. Cox

The background of the entire page is a photograph of the Utah State Capitol building in Salt Lake City. The building is a grand, classical-style structure with a large, ornate dome topped with a golden orb. The facade features numerous tall, white columns and a series of windows. In the background, snow-capped mountains are visible under a cloudy sky. The text is overlaid on the left side of the image.

**VISION:
The Utah
Dream**

Be a state where residents are happy, safe, healthy, and successful. A place where we can grow old surrounded by the people we love and live peaceably in the most beautiful state in America. A place where we realize the good that comes from doing things together as ONE UTAH.

The One Utah Roadmap shares the vision, principles, priorities, and action items of the Cox/Henderson Administration for the first 500 days in office. It is a dynamic document that will be regularly updated.

The Roadmap draws from the promises made during the campaign, suggestions made through the transition process, and other policy priorities of the Administration. It is designed to be easy to digest and understand and will serve as a high-level tool for realizing the vision and implementing the priorities of the Administration.

The Roadmap will be assessed, reviewed and refreshed as needed and in 250 days, and reconstituted at the end of 500 days (mid-May 2022). Accomplishments of the Administration will also be shared.



Gov. Spencer J. Cox

Lt. Gov. Deidre M. Henderson

Principles

The Cox/Henderson Administration adheres to the following principles as we pursue the Utah dream:

1. Everybody's invited.
2. We build upon a Utah formula that works, including
 - a. Free enterprise
 - b. Hard work
 - c. Strong families
 - d. Limited government
 - e. Big-hearted communities
 - f. Compassion for those in need
 - g. Fiscal responsibility
3. No one will outwork us.
4. Service is at our core.
5. We listen and show empathy.

Strategic Priorities and Action Items

The ONE UTAH Roadmap includes six strategic priorities with dozens of action items along the way.

The strategic priorities include the following:

1. Economic advancement
2. Education innovation and investment
3. Rural matters
4. Health security
5. Equality and opportunity
6. Streamline and modernize state government



Economic advancement

Achieve economic success that lifts all of Utah

A. TALENT DEVELOPMENT – A skilled and relevant workforce serves as a core building block for economic success

- i. Connect displaced workers with training and jobs
- ii. Encourage and enable more flexible and inclusive workplaces
- iii. Analyze trends and needs of GIG/flex workers
- iv. Spur creation of micro-credentials (specific skills and competencies that are offered in shorter, more flexible timespans and can be stacked into formal degrees)
- v. Focus state investment on technical and vocational training
- vi. Facilitate proactive industry-specific collaborations with the private sector
- vii. Incentivize corporations to provide more experiential learning for students

B. STRATEGIC INDUSTRY ADVANCEMENT – Building on Utah’s industrial strengths

- i. Adopt official Utah economic development policy
- ii. Overhaul incentives to be more targeted, strategic, flexible, measured, and transparent
- iii. Utilize incentives to advance strategic objectives by industry (ex. growth potential), location (ex. rural), and characteristics (ex. Sustainability, quality growth, etc.)
- iv. Create corporate recruitment targets and metrics that increase accountability and transparency
- v. Identify goals for sustainability, community livability, and inclusion

UTAH’S CURRENT TARGET INDUSTRIES

- Advanced manufacturing
- Aerospace and defense
- Energy
- Financial services
- Life sciences and healthcare innovation
- Outdoor products and recreation
- Software and information technology (including FinTech, EdTech, Media Tech, and Enterprise Solutions)
- Tourism and film

Source: Governor’s Office of Economic Development

C. INNOVATION AND ENTREPRENEURSHIP – Become known globally as the Start-Up State

- i. Develop an Innovation District at the Point of the Mountain that serves as an ecosystem catalyst and convener, delivers an impetus for tech commercialization, provides continuity for start-ups,

and facilitates relationships among universities, businesses, and entrepreneurs statewide

- ii. Develop an accelerator consortium in partnership with Utah’s entrepreneurial programs to increase the visibility of Utah’s innovation ecosystem on a global stage and support early-stage capital investment
- iii. Complete a full regulatory review
- iv. Use national and international competitions like the Olympic Winter Games, the NBA All Star game, the World Fair, and others to continue to brand Utah as an innovation leader

D. INFRASTRUCTURE INVESTMENT – Providing for the high-paying jobs of tomorrow

- i. Expand Utah’s P3 Facilitator’s mandate to include promotion of sustainability, community living standards, inclusion, rural Utah development, and target industries
- ii. Support the enhancement of freight rail infrastructure, including connecting rural Utah counties to the Wasatch Front
- iii. Identify ways Utah can lead out on public-private partnerships focusing on clean energy (such as micro grids, battery storage, solar, hydrogen, etc.) in a fiscally prudent way

E. SUSTAINABLE GROWTH PROMOTION – Take meaningful, long-range action to combat poor air quality and climate change

- i. Continue converting state fleets to zero and low-emission vehicles and utilizing Tier 3 fuels
- ii. Encourage adoption of zero and low-emission vehicles among private fleets with large impacts
- iii. Continue investing in electric vehicle charging stations
- iv. Invest in multi-modal transportation options
- v. Deliver high profile sustainability projects (inland port and The Point)
- vi. Lay the groundwork for the creation of a premier air quality/changing climate solutions laboratory at The Point

F. FISCAL RESPONSIBILITY – Balance competing priorities of economic growth, equity, stability, and simplicity

- i. Repeal Social Security tax for lower-income earners
- ii. Create scorecard to benchmark budget and tax system against other states
- iii. Continue to build up rainy day funds to \$1 billion

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Education innovation and investment

Every Utah child receives a high-quality education. Prioritize at-risk learners.

“We must commit to the most aggressive upgrade to our education programs since we became a state 125 years ago.”

Gov. Spencer J. Cox

A. FUNDING – Increase education funding to support students and effective teachers and leaders

- i. Keep funding the Teacher and Student Success Account to invest in further education improvements
- ii. Evaluate funding for school construction to determine best use of limited funds
- iii. Ensure that funding, accountability, and assessment systems are focused on improving student instruction and outcomes

B. EARLY LEARNING – Help parents and families give every child a great start, especially in the critical first few years of life

- i. Provide access for optional high-quality early learning for every child
- ii. Expand access to optional extended-day kindergarten
- iii. Engage a multiple-touch support framework for parents and caregivers (medical systems, doctors and nurses, churches, other governmental and private institutions) to help every family successfully prepare children for education success

C. TEACHERS – Recruit, retain, and develop highly effective educators for every child

- i. Improve teacher compensation (with a focus on starting salaries) so Utah attracts, develops, and supports highly effective teachers. This will also help with Utah’s teacher shortage.
- ii. Strengthen teacher training and train every teacher to use technology effectively
- iii. Build a more diverse educator workforce so more students have teachers and leaders who share their racial, cultural, and linguistic background

D. EQUITY – Provide every child with equitable opportunities and resources

- i. Identify and overcome learning or equity gaps caused by COVID-19 through summer and after-school programs, tutors, and other strategies
- ii. Allocate funding to address disparities
- iii. Bridge the digital divide by ensuring that broadband internet and computers are available at home for every Utah student

E. ATTAINMENT – Make post-secondary education the norm for every Utahn

- i. Improve connectivity between technical institutions and colleges and universities through common measurements, stackable credentials, coordinated pathways, and seamless transfers
- ii. Provide needs-based support for community and technical college programs
- iii. Continue expanding a network of counselors to help enroll every student in post-secondary education

“Let’s discover the next greatest generation.”

Gov. Spencer J. Cox

F. GOVERNANCE – Govern for student achievement

- i. Promote governor-appointed state school board model of governance
- ii. Clarify roles, responsibilities, and structure of state school board, the legislature, post-secondary institutions, and local education agencies to promote efficiency and clear accountability for student learning and teacher support
- iii. Reduce government regulations on teachers
- iv. Build leadership programs for principals and ensure the school turnaround program positions schools for long-term success
- v. Implement a unified data system across state and local systems to help identify and support students and families in need
- vi. Move towards a competency, rather than, seat-time education model

“We must prioritize economically disadvantaged students so all Utahns have opportunities for success in life.”

Lt. Gov. Deidre Henderson



Rural matters

Rural Utah matters and deserves a voice in the economic future of Utah

A. ECONOMIC GROWTH AND DIVERSIFICATION – Provide more growth options for rural Utah

- i. Broadband – Support aggressive high-speed broadband deployment to rural Utah
- ii. Rural tourism – Evolve rural tourism marketing and promotion to advance quality-of-life recruitment and improve rural Utah’s economic diversity
- iii. Employment innovation – Evaluate and identify funding increases and expansion opportunities in rural investment programs that support remote work and entrepreneurialism
- iv. Taxes – Support local control of local Transient Room Tax revenue

B. RURAL INFRASTRUCTURE – Invest in rural Utah

- i. Support fiscally responsible development of projects like the following:
 1. Lake Powell pipeline
 2. Inland port and rural satellite sites
 3. Electric vehicle charging infrastructure
 4. Bear River water project
 5. Uintah Railway
 6. San Rafael Innovation Center
 7. San Juan County water and transportation project

C. NATURAL RESOURCES, ENERGY, AGRICULTURE, AND PUBLIC LANDS – Build on rural Utah’s strengths

- i. Enhance the Public Lands Policy Coordinating Office to improve coordination on public land priorities
- ii. Develop state coal and petroleum reserve system and first-in-nation critical mineral reserve system
- iii. Prioritize agriculture and ranching to enhance Utah’s food self-sufficiency
- iv. Evaluate incentives and risk-reduction programs regarding growth and expansion of meat harvesting/processing plants and private food distribution centers
- v. Advocate for expansion of the Watershed Restoration Initiative, the Shared Stewardship Agreement, and additional areas of successful cooperation with federal land management agencies
- vi. Public lands
 1. Develop a One Utah Public Lands coordinating council that oversees and manages all aspects of Utah’s public lands utilization and stewardship
 2. Develop state-endorsed land trade plan
 3. Oppose enlargement of national monuments
 4. Advocate for local management of Utah’s public lands
 5. Develop monitoring programs to substantiate the sustainability of grazing programs and to protect grazing rights from litigation
 6. Improve PILT funding

“What started as a campaign, turned into a cause. We’ve joined together with our shared hopes for what Utah can be at its best...it’s about the good that comes from doing things together as ONE UTAH.”

Gov. Spencer J. Cox



Health security Improve health by combating COVID, expanding healthcare access, reducing costs, increasing quality, and focusing on social determinants of health

A. COMBATING COVID-19 – Support the work of the Unified Command response with these areas of emphasis and urgency

- i. Refine message, messenger, and medium to convey urgency and boost reporting of community progress and consequences
- ii. Execute without delay a vaccine strategy. Use aggressive approaches influencing all stakeholders and practitioners
- iii. Hire and train more community health workers
- iv. Develop improved testing and messaging strategy to combat community hotspots, and outbreaks in K-12 schools, higher education, and vulnerable populations
- v. Deploy data-driven approaches to risk stratification
- vi. Prepare and invest in mitigation, response, and recovery efforts for future public health emergencies
- vii. Develop policy including emergency health response, public policy, immunization strategies, personal protective equipment supplies, and future stockpiling needs
- viii. Develop a collaborative council to foster relations, build trust, and develop policy between Utah Department of Health, local health districts, counties, and stakeholders within the health care industry
- ix. Be judicious stewards of CARES Act and state funding to provide a proper response, accountability, and proper relief to those in need
- x. Conduct a full review of Utah’s COVID-19 response, with a focus on lessons learned and other changes to better prepare Utah for future pandemics and emergencies

B. ACCESS TO CARE – Address barriers to health care services

- i. Increase efforts to provide access to mental and physical health personnel in every school
- ii. Expand telehealth, focusing on mental health and substance abuse
- iii. Implement improved health care cost transparency at the time of service
- iv. Develop plan to maintain and improve rural loan repayment Rural Physician Loan Repayment Program and Health Care Worker Financial Assistance Program

“No matter how dark the storm there is always the promise of a beautiful sunrise ahead and of our shared belief in good things to come.”

Gov. Spencer J. Cox

C. VALUE-BASED CARE AND TRANSPARENCY – Enable Utahns to make informed health care decisions

- i. Empower Utahns with transparency in health care cost and quality data
- ii. Lead efforts to bring payers and providers together to give residents the information they want and need to understand health care prices and care.
- iii. Develop reports and action plans on racial and ethnic health inequities/disparities
- iv. Execute strategy to help more Utahns, including state employees, to save for health care needs and retirement with Health Savings Accounts

D. SOCIAL DETERMINANTS OF HEALTH – Focus on the upstream drivers of improved health

- i. Transition to value-based approach to health care
- ii. Identify and invest in priority services and infrastructure needs that impact SDOH
- iii. Develop a statewide health equity plan charged to evaluate systemic changes that address health disparities

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Equality and opportunity

All Utahns must have an equal opportunity to prosper

A. LEADERSHIP – Lead by example

- i. Support the Utah Equity, Diversity, and Inclusion Compact
- ii. Designate equality and opportunity advisor
- iii. Recruit and designate a diverse group of Utahns for gubernatorially appointed positions, including boards and commissions

B. EXPAND OPPORTUNITY and improve life outcomes for people with historically and systemically less access to opportunity, including women, people of color, and LGBTQIA+ individuals. We recognize the unique inequities and varied experiences found within Black, Indigenous, Latino/x, Asian, Middle Eastern, Pacific Islander, and multiracial communities. We commit to creating initiatives that acknowledge the history of our state and nation, the disproportionate outcomes across systems, and the intersectional identities of our community members.

- i. Amplify and accelerate the existing efforts of the Division of Multicultural Affairs
- ii. Partner with entities to improve the status of Utah’s women
- iii. Increase investments in training and upskilling opportunities that support women (including women seeking to return to the workforce) and people of color
- iv. Support STEM occupational readiness to include women and people of color

“Economic prosperity alone is hollow if we don’t work to lift everyone.”

Gov. Spencer J. Cox

- v. Continue to narrow the gender pay gap by implementing new policies for state employees and help spur change in the private sector
- vi. Encourage businesses to implement family-friendly and inclusive policies
- vii. Enhance safety and increase resources for prevention education and support services for survivors of domestic and sexual violence
- viii. Provide more support for childcare offices and programs, including a review of licensing requirements
- ix. Increase investments in training and upskilling with a focus on women, people of color, and LGBTQIA+ workers

C. HEALTH CARE – Make health care access a priority

- i. Ensure all of Utah’s children have access to health insurance
- ii. Enhance mental health resources across the state that are inclusive of LGBTQIA+ individuals and their families

“In order to live up to our remarkable heritage we need a strong economy, and equal, abundant opportunity for all Utahns.”

Lt. Gov. Deidre Henderson

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Streamline and modernize state government

Upgrade Utah state government to be more efficient, innovative, and responsive to residents

“Our campaign was different, and our governance will be different too.”

Gov. Spencer J. Cox

A. STRUCTURE – Implement a state government structure that maximizes operational efficiencies and public services


- i. Assess and deploy department- and division-level organizational structure refinements. Focus on “low-hanging” fruit
- ii. Require each department and agency to prepare an action plan to improve efficiency, productivity, and customer service
- iii. Track and measure overall customer experiences
- iv. Analyze the Governor’s Office of Management and Budget for structure and responsibilities
- v. Link budgets with appropriate performance measures
- vi. Re-examine government operations in the context of widespread remote work

B. STATE WORKFORCE – State employees are foundational to the success of state government

- i. Survey state workers regularly to assess job satisfaction and obtain suggestions for greater efficiency and quality
- ii. Increase investment in and support of state employees
- iii. Improve state performance management system
- iv. Embrace remote work and other practices to decrease environmental impact, increase productivity, and create job opportunities for Utahns across the state.

C. INNOVATION – Innovate to improve

- i. Designate a chief innovation officer to help modernize state government and serve as a liaison between the state and innovation community

A photograph of Governor Spencer J. Cox of Utah, a bald man in a dark blue suit and red tie, speaking at a podium outdoors. He is gesturing with his right hand raised. Behind him, another man in a dark suit and blue face mask stands near a microphone. The background features green foliage and a blurred crowd of people.

“I promise that our children and our children’s children will learn about this moment in our history...when the earth has both literally and figuratively shaken beneath our feet. My fellow Utahns, our moment, our rendezvous with destiny, has arrived. It is time we rise to that challenge...Let’s go.”

SPENCER J. COX, GOVERNOR OF UTAH



