

# UTAH

## Legislative Policy Summit

UNIVERSITY OF UTAH | DAVID ECCLES SCHOOL OF BUSINESS

**UTAH TODAY:**

***Favorably  
Positioned***

**TOMORROW:**

***Utah is  
Changing***

**LONG-TERM:**

***Decisions  
Matter***

**Dec. 17, 2013**

# Utah Today: *Favorably Positioned*

Utah currently ranks among the top five states in job creation. Unemployment remains substantially below the national average and every major private sector industry is growing. Once constrained by geographic isolation, Utah is now deeply connected to the world via technology, an international airport, superb transit system and modern freeways. The state's economic fundamentals are strong, and Utah is favorably positioned for economic success.

*"I know of no more encouraging fact than the unquestionable ability of mankind to elevate his life by conscious endeavor."*

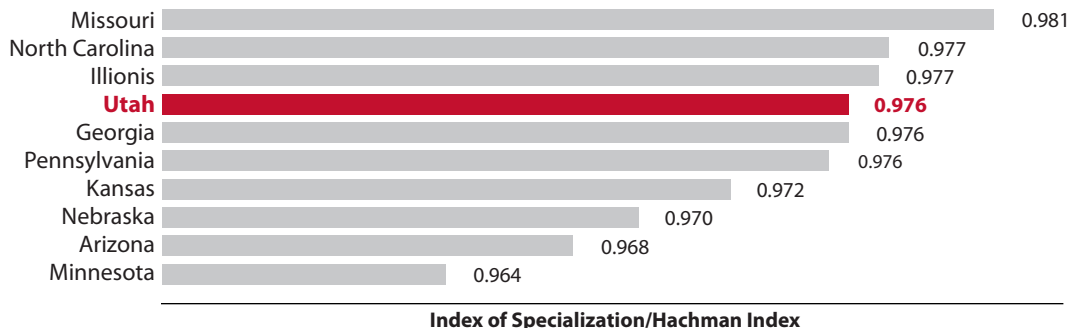
— THOREAU —

## Ingredients for Success

### 1 Fiscal Fitness Fiscal Responsibility Checklist

- Balanced budget
- AAA credit
- Appropriation limitation
- Line item veto
- Rainy day fund
- 2-year fiscal note process

### 2 Economic Balance Ten Most Economically Diverse States: 2011



Source: Department of Workforce Services

### 3 Young, Healthy & Growing Utah Demographic Profile: 2012

	UTAH	U.S.
Highest fertility rate (2011)	2.38	1.89
Youngest median age	29.9	37.4
Percent under 18 (Utah ranks 1 <sup>st</sup> )	32.1%	23.9%
Percent 65 and older (Utah ranks 50 <sup>th</sup> )	9.5%	13.7%
Largest household size	3.14	2.64
Rapidly growing (%ch. 2000–2010; Utah ranks 3 <sup>rd</sup> )	23.8%	9.7%
Life expectancy (Utah ranks 10 <sup>th</sup> )(2010)	80.2	78.9

Sources: National Vital Statistics Reports; U.S. Census Bureau; The Henry J. Kaiser Family Foundation

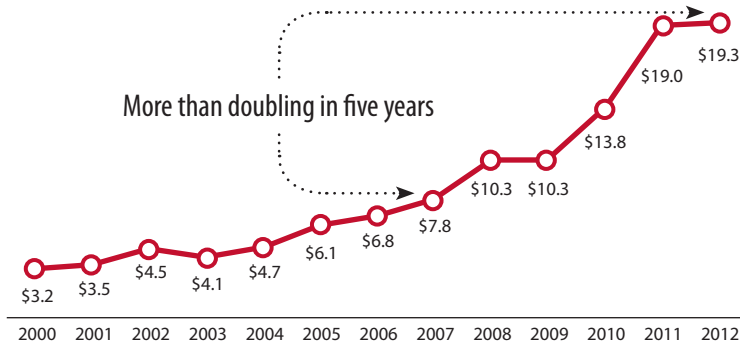
### 4 Equality of Income Five States with Greatest Amount of Income Equality



Source: U.S. Census Bureau, 2010 American Community Survey

### 5 Global Engagement Utah is Global

Merchandise exports, in billions



Source: World Trade Center Utah

## Challenges

Urban-rural Dynamic, Discouraged Workers

# Utah Tomorrow: *Changing*

Utah is in the midst of an unprecedented economic, demographic, and cultural transformation that has its origins in national and international trends. Into the future, the state will certainly maintain many of its signature demographics: a relatively young and rapidly growing population with larger household sizes as compared to the nation. But, the cumulative impact of these trends is that Utah will continue to become much more diverse in age, culture, language, nativity, race, ethnicity, religion, and socioeconomics. Cumulatively, these trends have far-reaching implications for Utah's future and require effective reengineering of a broad spectrum of investments in human capital and the built environment.

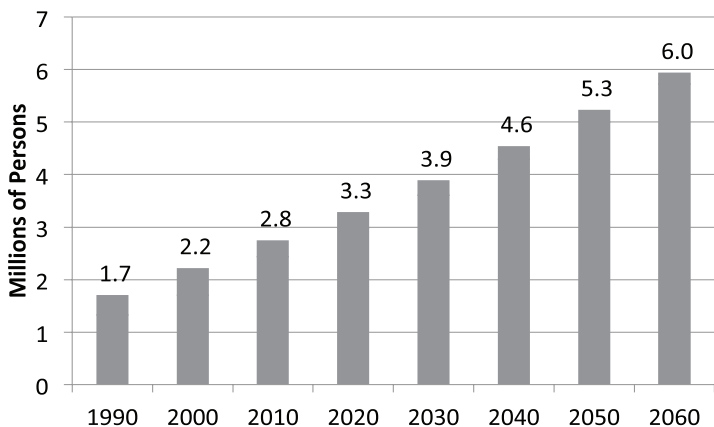
*“The future is not a gift. The future is an achievement.”*

— R. F. KENNEDY —

## Key Trends

### Utah Population

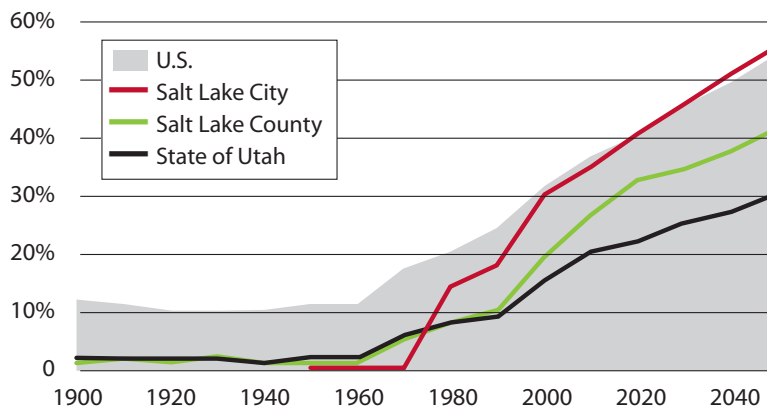
Projected to More than Double by 2060



Source: Governor's Office of Management and Budget, 2012 Projections.

### Minority Share of the Population

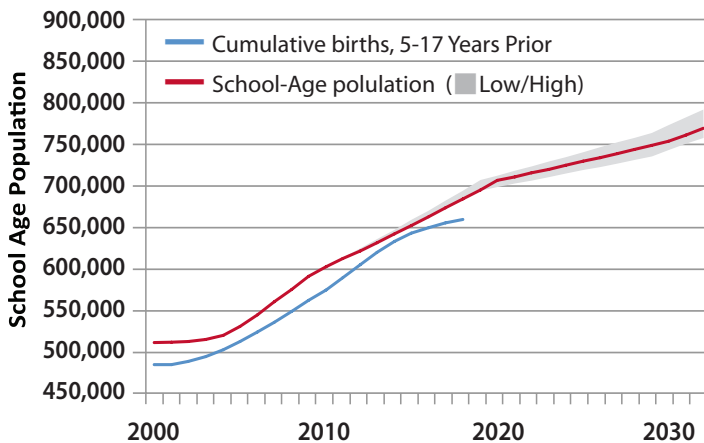
U.S., Utah, Salt Lake City, Salt Lake County



Sources: Bureau of the Census, Gibson and Jung (2002), Perlich (2002), BEBR

### Utah School Age Population

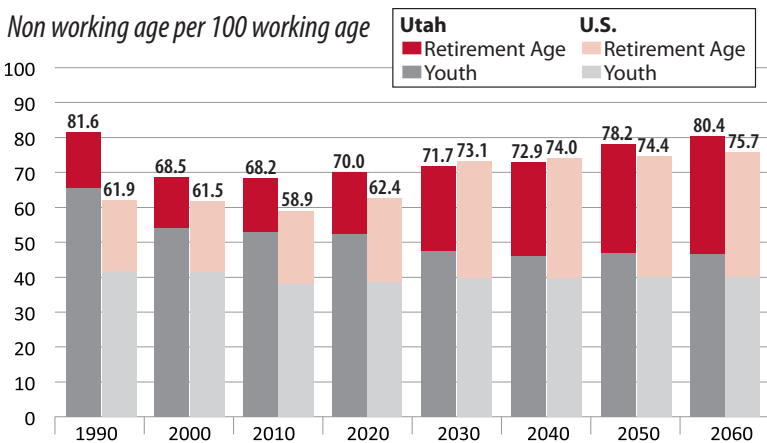
Projected Growth to Slow in the Short Run



Source: BEBR Analysis of Governor's Office of Management and Budget, 2012 Projections and historical birth data. Note: If there are no deaths and no in or out migration, the school age population will be the total births that occurred 5 through 17 years ago.

### U.S. and Utah Dependency Ratios

Aging Baby Boomer Drive Increases in Total



Source: BEBR analysis of Governor's Office of Management and Budget, 2012 Projections

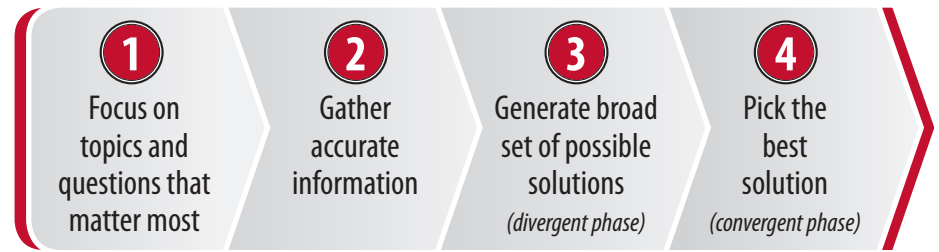
# Long-Term Strategic Planning: Decisions Matter

Smart, long-term strategic planning starts with a proper understanding of the power of effective group decision making. Groups can generate the very best, but also the very worst decisions. By recognizing the advantages and challenges associated with group thinking, better decisions can be made. Using the same leadership team, the Kennedy administration had a horrific outcome (Bay of Pigs) and a stellar outcome (Cuban missile crisis). These examples serve as instructive lessons in effective group decision making and the principle of unintended consequences.

*“Things which matter most must never be at the mercy of things which matter least.”*

— GOETHE —

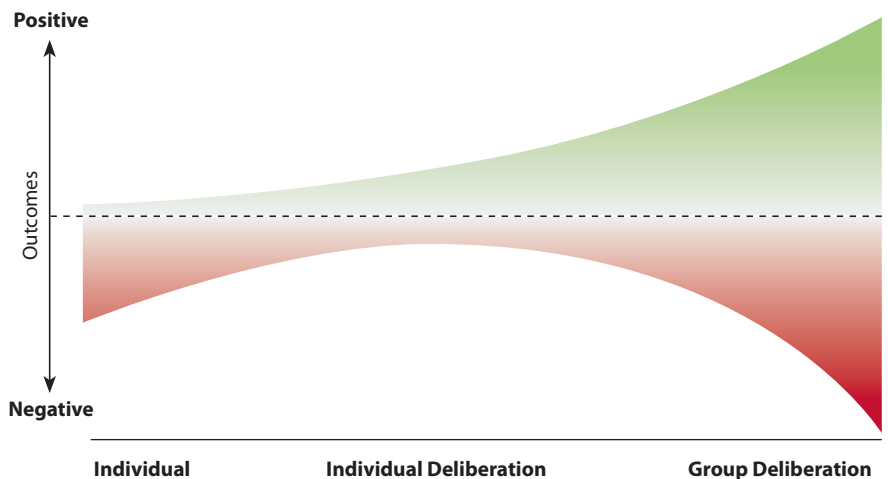
## Four-Step Group Decision Making Process



Source: Cicero Group

## Group Decision Making: Positive or Negative

Groups can generate the very best, but also the very worst outcomes.



Source: Cicero Group

## Pillars of an Efficacious Strategy



Source: Cicero Group

## Unintended consequences:

The unexpected result of an action. Too often, a sincere motive or program results in unintended consequences that far outweigh the intended benefits.