LIVU GARY R. HERBERT INSTITUTE for PUBLIC POLICY







Words from Our Executive Director

The Herbert Institute for Public Policy's reach and influence are expanding at an unprecedented rate. We have had more research assistants and interns than ever before; we have hosted more guests at events than ever before; the quality of our research papers is on a higher level than ever before; and I'm prouder to be the institute's Executive Director than ever before.

Thanks to our generous donors and sponsors, the institute is providing life-changing experiences to students in a variety of fields including research, writing, marketing, video editing, communications, politics, event planning, graphic design, and more.

Governor Gary R. Herbert has often described his life's story as an "improbable journey." The institute that bears his name could say the same thing. With only two full-time employees, two part-time staff, and a handful of in-house student assistants, we are opening doors for students and the greater Utah Valley community to increase civic engagement and respectful dialogue, and we are conducting and publishing research crucial to community members and lawmakers alike.

From our humble beginnings, the Herbert Institute is now poised to launch higher than ever in 2025. Thank you for being the fuel that is lifting us to new heights.

Justin Jones



2024 SNAPS

2024



9,181

students, faculty, staff, and community members attended Herbert Institute events in 2024



58

events hosted by the Herbert Institute in 2024



43

total interns



8

published research papers



7

different **countries** media stories reached



29,280

hours worked by



16 undergraduate



71

media stories with a reach of **487.5m**



Leading with Vision

At the Herbert Institute, we strive to develop future leaders. One way we do this is to bring in leaders as guest speakers to inspire our community. In 2024, we were pleased to partner with UVU's Woodbury Business School Lecture Series to invite Governor Gary Herbert's good friend Eric Broyles to speak on campus.

Before Broyles was a serial entrepreneur of skyrocketing companies in the business and healthcare fields, before he was a successful corporate attorney, before he graduated law school, and even before he graduated summa cum laude from the University of Cincinnati, Broyles was a criminal.

At the tender age of ten, he was arrested for stealing a minibike from a police officer impound lot. He had carried out the plot to exact revenge after being called a racial slur by a local police officer. Although young Broyles was terrified of being convicted, his time on probation was life-changing for him. It gave him a vision for the rest of his life.

Creating a Vision

Eric Broyles learned the power of the law—and the importance of being on the right side of it. His parents had refused to get him a lawyer, firmly believing he should be held accountable for his actions. Broyles discovered how important it is to have an advocate, and how meaningful it would be to become an advocate for someone else. The seed to become a lawyer had been planted.

At the same time, Broyles intuited that some of his struggles were a result of his community's economic deprivation, and he determined his poverty would not define his future. "I developed a vision that I wanted to be a lawyer, and ultimately, I wanted to be a businessman," Broyles states. "A vision compels you and draws you to do things with your life." He continues, "You are going to encounter a lot of obstacles just living life, so you need something to fall back on to keep driving you toward this thing you want to accomplish." His sure vision of who he wanted to become gave him strength to carry on—despite the overwhelming odds against him.

Curating a Team

But Broyles knew he couldn't succeed on his own—he would need a team of people to motivate and inspire him. "You're going to be an average of the five people you spend the most time with," Broyles teaches. "If you don't like that average, you need to make some changes." In college, Broyles's team consisted of a best friend who spotted him a few dollars, employers who took a chance on him, and others.



LEAD





Today, Broyles is still judicious about who he lets into his inner circle. "I have people in my circle that drive me. When I look at the people I spend time with, I try to spend time with people like Gary [Herbert]. Gary drives me. To think about taking a state and making it the number one economy in the United States, greatest economy in the world, that's pretty powerful."

Chopping Wood

After all the careful planning, it's not enough to have a vision or a team of supporters. If the plan is going to succeed, Broyles says, "you need to spend a lot of time 'chopping wood." This is the daily grind of living your values and working toward your goals.

For Broyles, this often looked like getting three to four hours of sleep a night. He took classes during the day, worked as a janitor overnight, and went door-to-door selling garage doors on commission in the off hours. He "wanted to quit at least 5000 times," but eventually he ran into a prominent homebuilder who liked Broyles's story and work ethic, and the builder began exclusively buying all of his garage doors from Broyles. "He gave me a contract and helped change my life," Broyles recalls.

Forgive Others

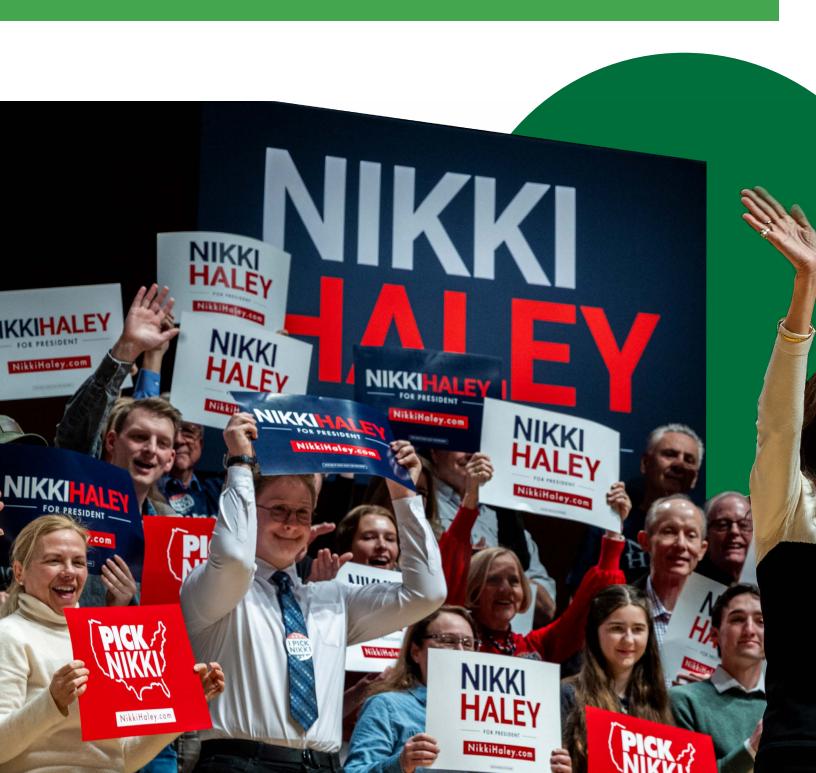
If a person wants to work their plan with their team to a vibrant future, they must let go of the pains of the past. Broyles passes on wisdom to a younger generation, telling the UVU community how important it is to not keep score of the wrongdoings against them.

Having long achieved his childhood vision of becoming a lawyer and a successful entrepreneur, Broyles is now financially independent, and he leads his businesses just because he "care[s] about people." But Broyles continues to employ the principles of developing a vision, curating a team, executing the plan, and forgiving others into his businesses.

Broyles currently leads a biotech company that develops cancer treatments. His entire vision for the company can be summarized into one guiding concept: "It's not to be billionaires, or to ride on private jets, or any of that. We don't care about that...We have one mission—to eradicate the words, 'There's nothing we can do' from cancer diagnoses. That's it. I focus on that every single day and nothing else."

With a singular vision, a solid team behind him, the work ethic to execute his vision, and a commitment to always move forward, Eric Broyles personifies how to lead teams to excellence.

GATHER



Nikki Haley Visits UVU



In 2024, the Herbert Institute was pleased to welcome Ambassador Nikki Haley to UVU. Ambassador Haley had served as the 116th Governor of South Carolina from 2011 to 2017, and as the 29th US Ambassador to the United Nations from January 2017 to December 2018. As a US Presidential primary nominee, Ambassador Haley's visit brought together nearly 2000 citizens keen to hear her plans and insights. She was praised—from one governor to another—by Utah's 17th Governor, Gary Herbert for her achievements in South Carolina. "She's demonstrated leadership as governor, and her state has excelled because of it," he says. "When she left office, unemployment was at a record low, and employment was at a record high. And importantly, she has done it with grace and with dignity. She has always shown respect for her office and for the people that she represents, and significantly, also for her opponents."

Echoing Governor Spencer Cox's entreaty to "disagree better," Lieutenant Governor Deidre Henderson lauds Ambassador Haley's leadership claiming she is one "who understands that disagreement is OK, but how you disagree is really, really important."

As the staff and student interns of the Herbert Institute prepared for the Nikki Haley event, not all agreed with her political bent, but all benefitted from engaging in the process. Herbert Institute Executive Director, Justin Jones asserts, "Nikki Haley's visit gave the institute an opportunity to expose our students to a wider variety of candidates."

Research Spotlight: Herbert Institute Shines at Utah Lake Symposium

In October, the Herbert Institute and the Utah Lake Authority gathered policymakers, managers, and scientists for a two-day symposium focused on conserving and enhancing Utah Lake. Centered on the theme of "sailing forward," the symposium highlighted the lake's current state and addressed ways to continue building on past efforts through tools such as education. "The lake is alive and it's dynamic and it's always changing," said ULA Executive Director Luke Peterson. "We've made progress, but every time you make progress, you have to adjust things a little bit, come up with a new solution for the next phase and the next phase."

Attendees also had the chance to hear from Herbert Institute Research Assistants Addison Stott and Canyon Moser, who presented research from their white paper—An Overview of Legislation That Has Impacted Utah Lake. "It was pretty nerve-wracking," said Stott of the experience. "I knew Canyon and I had done the research and had sources to back up our claims, but there was still a part of me that was nervous." Despite their admitted nervousness, Stott and Moser's presentation of their findings was well-received. "Afterward, many people came up and said how much they appreciated the research we had compiled and how much they enjoyed the paper [and] presentation. It ended up being a very rewarding experience."

While the rare opportunity to present research is something they can now cross off their bucket lists, the entire experience never would have been possible without months of hard work and collaboration within the Herbert Institute. "Putting this paper together would not have been possible without our collaboration as a team," expressed Moser. Stott and Moser were privileged to collaborate with professors Tara Bishop, Hilary Hungerford, and Lauren Brooks on the project. "We had research interns, editors, and graphic design interns all working together to provide a complete product. We strove to foster a supportive environment and to communicate frequently about progress. All in all, it took seven months to complete this thirteen-page white paper."

On the impact of their research, Stott and Moser hope educating people about the history of the lake will lead to greater action. "We hope scientists, legislators, and the community will realize the responsibility they have to protect our natural resources and to support legislation that is founded in sound research."





Candidates from Across the Political Spectrum Are Welcome at UVU



In both April and October, the nonpartisan Herbert Institute invited candidates from across the political spectrum to set up tables in UVU's iconic Hall of Flags and meet with our community. Candidates for the Utah House, Utah Senate, US Congress, US Senate, Governor, Attorney General, Utah County Commission, Assessor, Recorder, and District and State School Boards came to shake hands and share their platforms. Students were encouraged to engage with candidates by filling out response cards for a chance to win prizes. Nearly 1000 UVU students and faculty engaged with the candidates, many for the first time. Said one first-time voter and UVU student, "Thank you so much for putting this on! I did not realize that we had more candidates than just Republican; it was more diverse than I thought."

The Herbert Institute for Public Policy supports all civic engagement and is not affiliated with any political party or candidate.



UVU Wins the Campus Cup

Since 2012, Utah's Lieutenant Governor's office has hosted a statewide "Campus Cup" competition for universities to compete for voter registration and civic engagement. For the first time, the prestigious award has taken up residence at UVU. This honor is, in large part, thanks to Herbert Institute Communications Assistant, Jon Kwong.

"The other universities made it a close race for the last few weeks of the competition, so I was ecstatic when our win was finally confirmed," Kwong says. "To be able to outperform them and raise awareness of the competition in the manner that my team and I did was a happy surprise," he adds.

Although the competition has been going for seven election cycles, 2024 was the first year UVU made a real attempt at securing the win. Kwong's campaign strategy included twenty-two events, seven of which were tabling events to encourage the UVU community to get registered to vote.

Additionally, Kwong led other events that collaborated with a variety of groups on campus, including a trip to the Utah County Ballot Center. Perhaps most meaningfully, Kwong's Campus Cup campaign included installing a ballot drop box directly on campus, serving over 35,000 students, faculty, and staff.

Get Out the Vote Initiative Impact

Kwong knows the successful campaign was something special. His efforts led to more than 2500 people in the UVU campus community getting registered to vote. "I felt extremely relieved, knowing that the hard work I put into this project all summer and semester long had yielded something great, not only in the form of a trophy but in long-term impacts—helping secure a ballot box on campus, establishing a student registration kiosk, and building partnerships with incredible organizations to boost civic engagement and increase awareness of the Herbert Institute as a nonpartisan resource."



Bringing the Trophy Home

As an added bonus, the Herbert Institute was invited to the Capitol for a celebratory lunch and gift basket, and to take ownership of the Campus Cup trophy. Calling the win, "a remarkable contribution to civic engagement and democracy in Utah," the Lieutenant Governor's office told the Herbert Institute, "This milestone highlights the dedication of UVU students and the vital role played by the Gary R. Herbert Institute for Public Policy in fostering active participation in the electoral process."

Following the festivities at the Capitol, Kwong and his team paraded through the university with their trophy, celebrating their auspicious win. Kwong sums up the victory with, "It's a great feeling to know that we've laid down a winning foundation for future UVU students to build on."

Set Up for Success

As a public relations and strategic communications major and a political science minor, Kwong reports, "I felt well-equipped to tackle an initiative of this magnitude. The amount of creative freedom I was given for the project also contributed to my confidence."

While Kwong is grateful for this success, he knows this campaign won't be his last. Kwong is confident the Herbert Institute merely gave him a start on his path to successful strategic marketing. Kwong affirms, "The leadership, team management, event planning, and organizational outreach skills I gained from this initiative have helped me become a 'Swiss army knife,' which I know will help me play an integral part in any future campaigns I'm a part of."





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Real or Not Real: Deepfakes' Effect on Utah Elections

As the use of AI-generated deepfake content continues to rise, particularly within the sphere of politics, the ability to access reliable sources, to trust online information, and to trust American political institutions has started to decline. Despite the current concerning nature of AI, Governor Gary Herbert, founder of the Herbert Institute and Utah's 17th Governor, remains optimistic about the future. "Technology is causing the problem, but technology is going to help us find the solution."

In a collaborative effort, the Herbert Institute for Public Policy, UVU's SmartLab, and the Center for National Security conducted a study to learn more about the rise of AI deepfakes in politics and to give policymakers and campaigns the information needed to combat the issue of AI. In the study, 244 participants were shown samples of real and deepfake audio and video. "Over 50% of people thought it [the deepfake content] was real," says Mauricio Cornejo Nava, customer experience researcher for UVU's SmartLab. "It was perceived as more knowledgeable, as more trustworthy, as more persuasive, and of better content quality." Hope Fager, strategic research team lead of the Center for National Security's Emerging Tech Policy Lab, expounded on these findings, concluding that people were generally bad at identifying deepfakes. "People's default reaction was to assume that they were seeing real content the same way that they would in real life."

Going Forward

What will these results mean for the future and the general public? "Now that we can definitively say deepfakes have become virtually indiscernible from real content, we can explore the impact they have on people's political views, how they impact or reinforce biases, and their potential to sway or completely turn elections," says Will Freedman,

Herbert Institute Research Assistant. Michael Kaiser, president and CEO of Defending Digital Campaigns, emphasized the public's need to be proactive. "You have to check your own reaction. If something is making you want to do something differently and act in a way that you didn't before, that's what you pay attention to."

While the results of this study were announced in an hour-long event, plenty of hard work occurred behind the scenes to ensure the project's success. For Freedman, his role in the deepfakes project included translating the results of the study into a white paper and working with SureMark Digital to provide free access to their digital content verification platform for Utah's current federal office candidates.

Reflecting on his experience, Freedman expressed gratitude for the structure put into place by the Herbert Institute, especially as he sought to publish his white paper. "Through this project, I learned the value of having multiple trusted people review your work. I felt proud of my first draft, but it would never have gotten to where it is today without the incredible team that supported and guided me."

In addition to a good structure within the institute, Freedman acknowledges the impact this project will have on his professional career. "The skills and perspective I gained from this project will benefit me throughout the rest of my life. Knowing how to conduct research, and how to accept feedback from others is critical to success in the professional world. I will undoubtedly refer back to this experience when conducting similar research in the future."

Research Con

Elections Project Voter Access and Ballot Security

This research paper explores the security of elections in Utah — including voter access to ballots, governmental tabulating equipment, the ballot chain of custody, and considering the voters' responsibility.

Deepfake Media Study, AI's Impact on Elections

This event presented research on how deepfakes created by artificial intelligence may impact elections. Panel speakers also discussed how to address information we encounter online.

UVU Elections Project Press Event

This event presented research on election security in Utah and a recent pilot for ranked choice voting in Utah.

Elections Results in Ranked Choice Voting Confidence

This research paper explores the value of releasing ranked choice voting results round by round, and including totals of how many voters ranked the candidates in any given order. This level of transparency could contribute to increased voter confidence in ranked choice voting methods

Addressing Concerns About Instant Runoff Voting

As the name suggests, this paper addresses commons concerns and answers frequently asked questions regarding Utah's ranked choice voting pilot program.

- An Evaluation of the Ranked Choice Voting Pilot in Utah
- Using data conducted by Y2 Analytics, Herbert Fellows evaluate the outcomes of using ranked choice voting in Utah.

Summary of Recent Reports on Ranked Choice Voting

This paper is a summary of Addressing Concerns About Instant Runoff Voting and An Evaluation of the Ranked Choice Voting Pilot in Utah. It was written to be presented before Utah's Legislative Interim Committee.

Webinar: An Analysis of Utah's Ranked Choice Voting Pilot Program

This webinar presented ranked choice voting research findings to professors, elected officials, and other interested parties.

Policy Brief on Initiated Statutes

This policy brief was written in response to the Utah Legislature's special session on initiated statutes. It explains how Utah ballots may be altered due to changing laws on how statutes are initiated in the state.

2024 Voter Guide 10

This voter guide was provided as a courtesy to the UVU community in preparation for the 2024 election cycle.

Historical Overview of Territorial, State, and Federal Legislatoin **Impacting Utah Lake**

As a service to legislators and scientists, this paper was written to condense all of the legislation affecting the health of Utah Lake since permanent settlers of European descent came to the region.

npleted in 2024



43

total interns



8

published research papers



16

undergraduate researchers





Scan to access Herbert Institute Research projects



Washington, DC

Nina Cattani Hadley Clement Hope Fager Samuel Fletcher William Freedman Stephen Hansen Kathryn Lingwall Elissa Pippen Cale Warner Rylee White

Legislative

Carly Behrman Bronté Brenier Nina Cattani Noah Cliften **Audrey Davis** Cortland Fry Deeqa Hamid Cutler Hollist Jonathan Kwong Sarah Leavitt Parker Miller Eliza Olsen Keil Pauga Alyssa Sawyer Jeremiah Trunnell Rylee White



INTERNS



Herbert Assistants

Mike Erickson (student director)
Cade Bloomer
William Freedman
Tyler Gurney
Josh Jorgensen
Canyon Moser
Addison Stott
Katelyn Carpenter
Sophia Clark
Jonathan (Jon) Kwong
Jessica Hollingsworth
John Nelson
Noah Cliften
Mikelle Dahl
McKenna Lambert
McKay Brooks
Wyatt Robinson



Intern Spotlight

Jessica Hollingsworth, Graphic Design

One of my most memorable experiences as an intern with the Herbert Institute was creating the graphics for the Campus Cup competition. It was a fun experience, and it was exciting to see my designs on socials and throughout campus. Having the designs I created for the Herbert Institute in my portfolio shows how much I have developed, and it has helped me gain skills that will be useful for my career. I pay for my education out of pocket, and before this opportunity, it was always uncertain if I would be able to afford the next semester. Donor support not only helps me financially, but it also inspires my ambition to graduate and do what I love.



Addison Stott, Research Assistant

My entire experience at the Herbert Institute has been absolutely amazing. I loved sharing my research at the Utah Lake Symposium with scientists and lawmakers. Many attendees reported finding the information valuable to their fields of study. I've also loved connecting with different government officials from around the world. Because of the Herbert Institute, I'm ending my academic career with at least two published research papers. I would like to say thank you to the sponsors who made this internship possible for me. It has enhanced my understanding and skills for my future career.

Hope Fager, Washington, DC

I was offered an internship at MITRE and I gladly accepted! It was an opportunity I couldn't miss, but I didn't know how I was going to live in northern Virginia to do it. UVU [and The Herbert Institute] helped me with a place to stay in a safe neighborhood with roommates that I loved. These resources were literally a miracle for me. Because of this assistance, I was able to take an internship at MITRE as a Justice systems/Aerospace Engineer. I was invited back this summer, and I am considering a full-time position at MITRE after graduating.



Elissa Pippin, Washington, DC

As a student pursuing a career in government relations and public law, I knew I had to be in Washington and experience the action in person. The resources offered at UVU gave me the opportunity to do that! Not only was I able to expand my knowledge of the political process, but I was able to play a role in legislation and topics that mattered to me. The network I created, and the experience I gained has opened up opportunities for me that I wouldn't have had without the support and resources provided to students through this program."



Deeqa Hamid, Legislative

I interned at the Utah Legislature in 2024. My role as a legislative intern not only allowed me to stay informed about the legislative process but also taught me the importance of engaging with the community and addressing their concerns.

One of the most memorable moments of my internship was interacting with former Governor Gary Herbert.

As an immigrant, my understanding of how laws are made was limited, but this internship exposed me to the intricacies of the legislative process. I was particularly inspired by the idea that one can make a real impact when needed, something I hadn't fully appreciated before. As a social worker, I aim to advocate for marginalized communities, and this experience gave me firsthand exposure to how advocacy works on a larger scale.

Bronté Brenier, Legislative

I had the privilege of interning for Representative Stewart Barlow at the Utah State Capitol. This opportunity made me feel confident in myself and what I am capable of. Now that I'm back to in-person learning, I see how what I was studying could be applied to real life. This internship allowed me to grow personally and professionally, and I know the connections I made will continue to benefit me in the future.



Herbert Alumni Spotlight



Robert Eldredge

As a student in the National Security Studies program at UVU, I was actively searching for experience in government, policy, and research. When I came across the Herbert Institute internship, I immediately recognized Governor Herbert's name, and I knew the experience would expose me to state and local government and provide me with unique perspectives for my future career.

From Executive Director Justin Jones and Governor Herbert, I learned how to develop a plan and implement it with a positive attitude. They taught me that being willing to work with those around me, regardless of political association, would enable me to succeed in my goals. The Herbert Institute was the first place where I felt the work I was doing would make a real impact on my community and even the world. It was the first job that I could put my education to use. It was undoubtedly the highlight of my academic career.

The skills and experiences I have obtained from the Herbert Institute have proven to be invaluable to me as I begin my career in government. I frequently look back on it in my professional research, teamwork, and leadership opportunities.

To the donors who made it possible, thank you for the chance to strengthen my research skills, my communication skills, and for enabling me to learn how to work in a professional team environment. My time at the Herbert Institute gave me the opportunity to bolster my resume with experience that sets me apart from my peers.

The Herbert Institute prepared me to relocate to Washington, DC, where I am pursuing my master's degree in security studies at Georgetown University. During the day, I also work for a defense contractor as a Nuclear Policy Analyst supporting the United States Navy. In my role, I provide analysis and research to senior Navy and Department of Defense officials on nuclear deterrence policy and arms control. After I've finished my degree in Security sStudies, I plan to continue my career in arms control and pursue opportunities at the Pentagon or the Department of State's Bureau of Arms Control, Deterrence and Stability. I hope to continue to conduct research and contribute to the future of arms control agreements and the modernization of the U.S. nuclear triad.

Message from Herbert Intitute's Government Internships Program Director







As the Director of the Government Internship Program, I have seen firsthand how our opportunities for UVU students have expanded, providing life-changing experiences in public service. Thanks to our generous donors, we've been able to grow exponentially, with donor-funded scholarships directly supporting students and making these experiences possible.

Our interns are in high demand, strengthened by the most comprehensive pre-session legislative training in the state. This year, we've not only placed students in legislative offices and government agencies but have also expanded into new opportunities, including consulate internships across the country. As we continue to grow, I am committed to securing even more transformative experiences, empowering UVU students to become the next generation of civic leaders.

Herbert Faculty Fellows

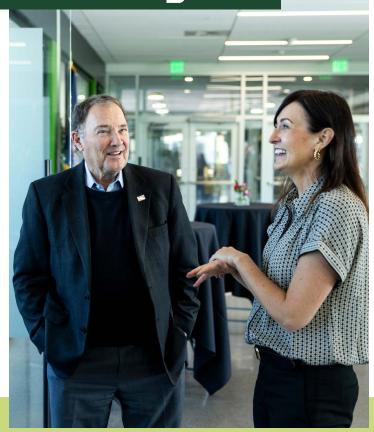
We partner with existing UVU faculty to mentor our research assistants in a variety of academic disciplines. Our research fellows include:

Brandon Amacher
Paul Monson
Tara B. B. Bishop
Lauren Brooks
John Kidd
Majid Memari
Alan Parry
with David Connelly as a research advisor





Funding



The Gary R. Herbert Institute for Public Policy is funded from a combination of donations from generous philanthropists and appropriated funds from the Utah Legislature. UVU supports the Institute with space in the Brandon Fugal Gateway Building and provides part-time staff support.

We extend our enthusiastic appreciation to all those who continue to support the Gary R. Herbert Institute for Public Policy. This support allows the Institute to continue to make an impact for students and the community at UVU.

Thanks to this year's donations, we were able to offer scholarships to our Washington, DC interns for the first time ever, making the experience possible for some of our most deserving candidates. Please consider making a gift to support the Herbert Institute in giving these life-altering opportunities.

America First Credit Union Ashton Family Foundation Beckham/Ashe Foundation Beeslev Foundation The Church of Jesus Christ of Latter-Day Saints Foundation Clyde Companies Crocker Catalyst Fund Desert Power Eccles Foundation Ed. St. John Foundation Gary and Jeanette Herbert Foundation Gary Barnett Hansen Family Foundation Herbert Institute Fundraising Endowment Ivory Foundation Ken & Carolyn Gardner KW Realty Labor and Honor Foundation Larry H. and Gail Miller Foundation Semnani Family Foundation Sorenson Legacy Foundation Sportsman for Fish and Wildlife Stirling Foundation Utah Hospitals Association Utah Association of Realtors **UVU** Foundation William Vassiliadis

2023 Utah Legislature

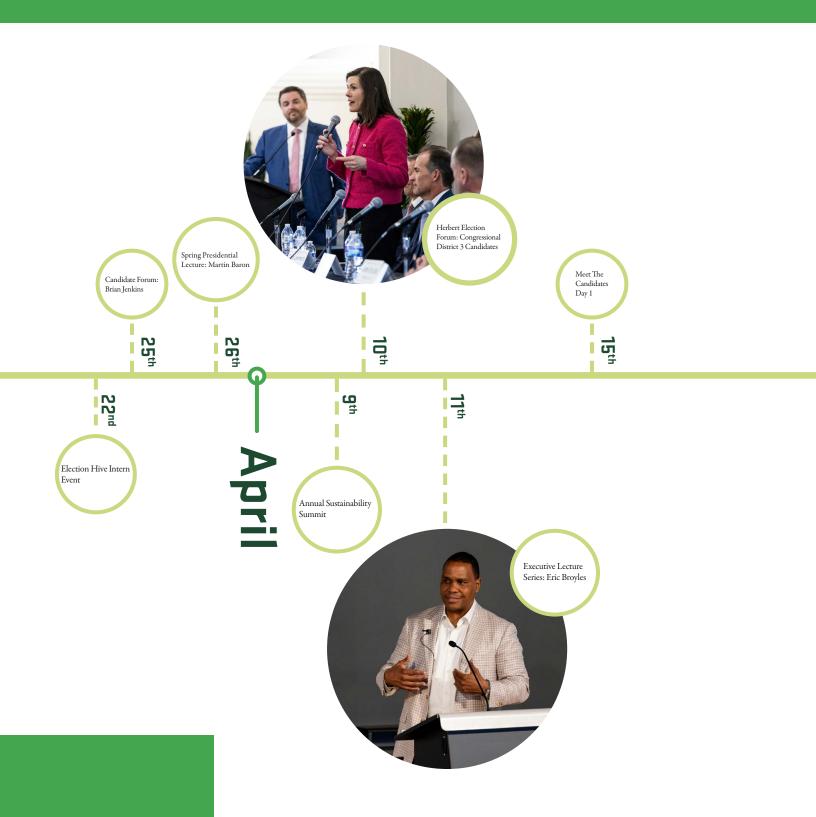
2024 Utah Legislature

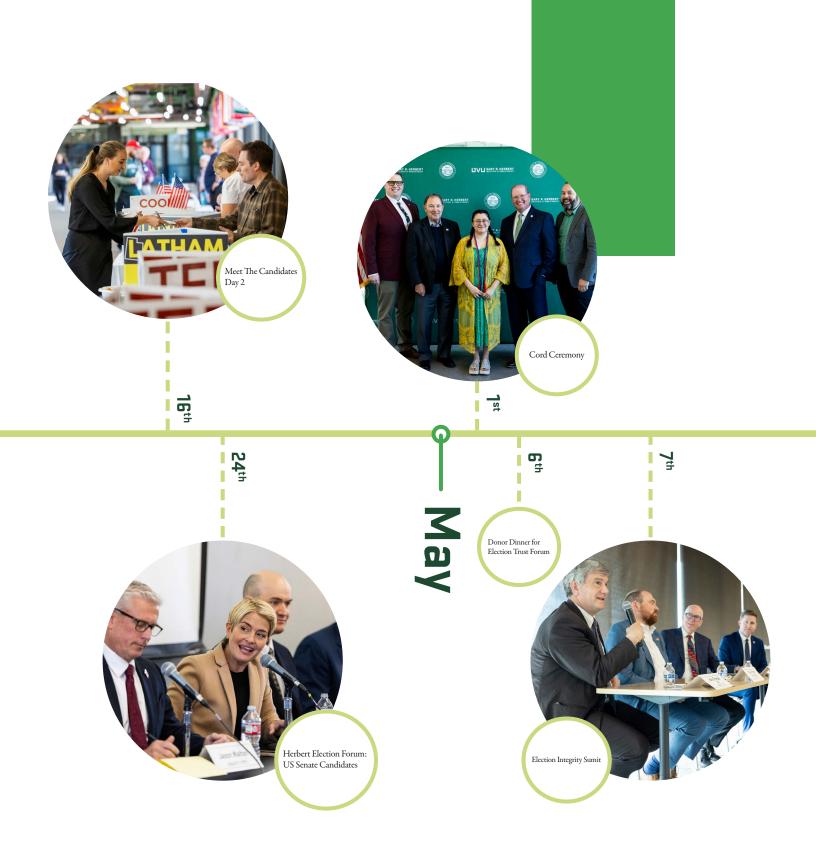


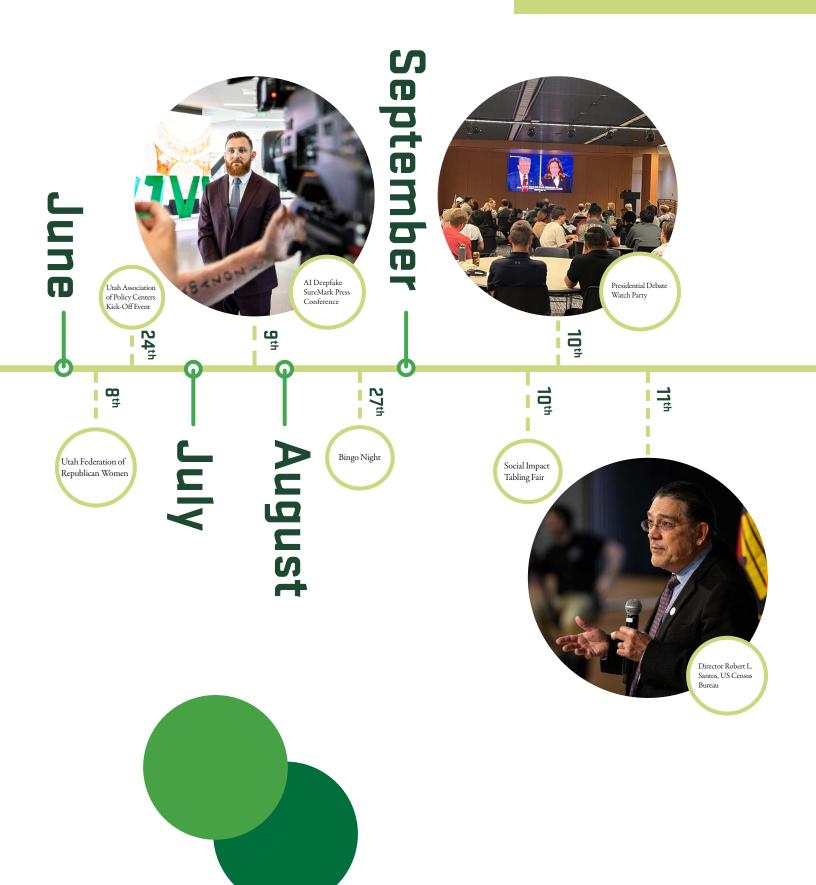
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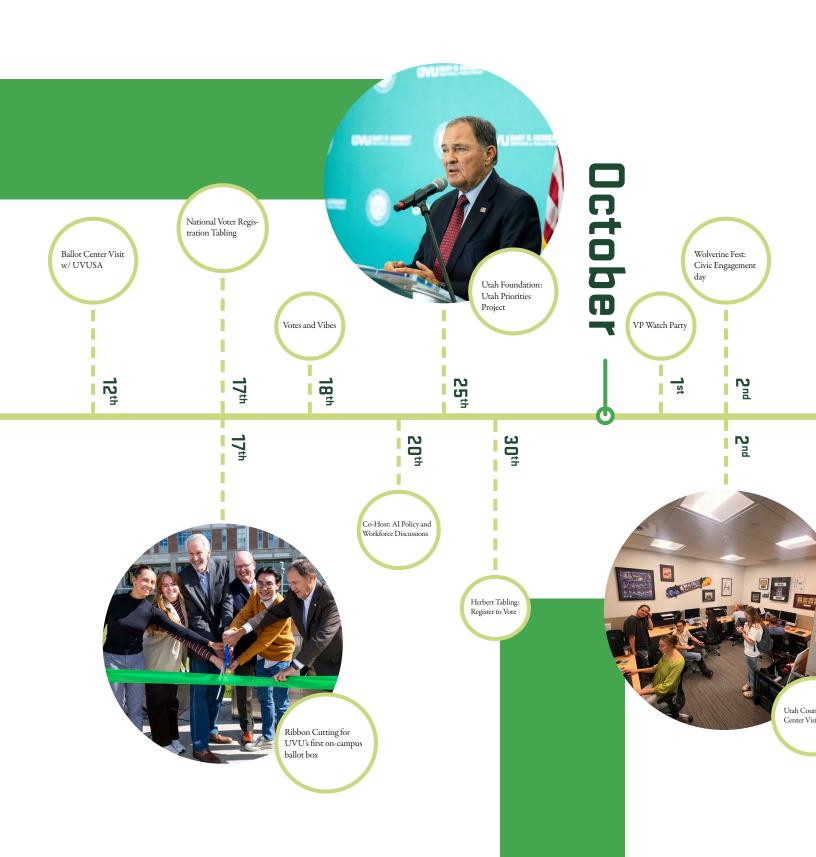
2024 Ev March Herbert Panel: Elections Security and Voter Confidence Policy Forum with Senator Mike Lee and former UK Prime Minister Liz Truss 19 E3 20th 컱 28 # January February UVU Day on the Hill Nikki Haley visits UVU North Korean Defector, Yeonmi Park: Freedom Over Communism

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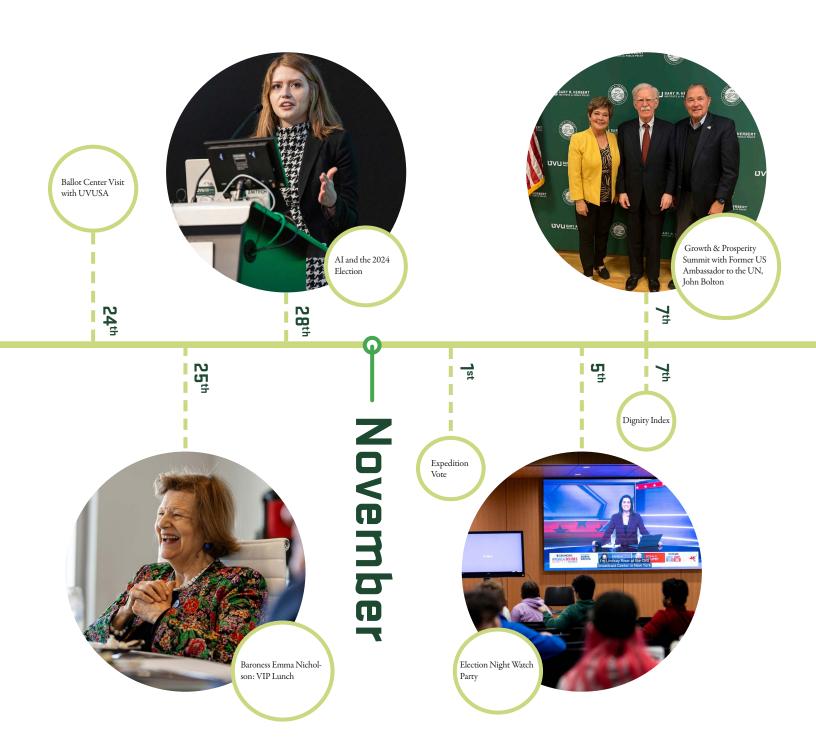


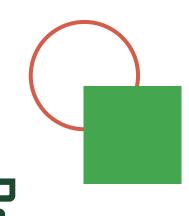














Herbert Chiefs of Staff Walk down Memory Lane

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19th

50th

Campus Cup Parade





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Herbert Reflections



The Gary R. Herbert Institute of Public Policy is built upon three foundational pillars—Lead, Gather, Trust. The events we coordinate, the research we conduct, and the local, state, and national internships we sponsor are informed and guided by these pillars.

Governor Herbert has long been an example of these principles.

When the United States Federal Government failed to approve an appropriations bill in time, federal operations shut down. This affected national parks, monuments, and recreational areas in Utah. On October 1, 2013, Arches, Bryce Canyon, Canyonlands, Capitol Reef, and Zion National Parks, along with Cedar Breaks, Natural Bridges, Glen Canyon Recreation Area, and Lake Powell all closed indefinitely. As a result, the businesses reliant on tourist traffic immediately began suffering financially.

"Utah's national parks are the backbone of many rural economies and hard-working Utahns are paying a heavy price for this shutdown," Herbert said. He refused to sit and do nothing while their livelihoods suffered. Instead, Governor Herbert set the standard of leadership for governors around the nation.

Herbert called Sally Jewell, then-President Barack Obama's Secretary of the Interior, to negotiate a deal. He proposed paying the National Park Service \$166,572 per day for up to ten days to keep Utah parks, monuments, and recreation areas open. Secretary Jewell agreed to the solution, and by October 12, 2013, all the sites were open and ready for business—five full days before the shutdown ended.

Inviting the nation's tourists to gather in Utah, Governor Herbert said after signing the deal, "Come on down to southern Utah. The parks are open."

The Herbert Institute for Public Policy is founded on adhering to these same principles today adhering to these same principles today—Lead, Gather, Trust. Thank you for supporting us on our journey.

