GROUP C — POLICY ARCHITECTURE

Policy Pillars: Literacy · Education · Economic Development Public Lands · Governance Reform · Western Compacts

C1 · C2 · C3 · C4 · C5 · C6

What would this person actually try to build if elected?

C1

Literacy & Library Infrastructure

Governing Premise

Democracy fails when access to knowledge is scarce, politicized, or geographically uneven. Literacy is not cultural decoration — it is infrastructure. Libraries are not optional amenities; they are access points into civic, economic, and legal participation.

Core Policy Claim

> **Frontier and rural communities need more libraries, not fewer — and libraries must be treated as civic infrastructure, not cultural battlegrounds.**

Frontier Rationale

When broadband is uneven and institutions are far away, libraries are not optional — they are how rural citizens participate as equals.

Policy Objectives

1. Expand Public Library Access in Rural and Frontier Counties

Support federal and state grant alignment for rural library development. Encourage cooperative library districts across low-population counties. Treat library access similarly to broadband: as enabling infrastructure. Distance magnifies the cost of ignorance — libraries reduce that distance.

2. Reframe Libraries as Civic Infrastructure

Shift public messaging from "libraries as cultural battlegrounds" to "libraries as access to civic competence." Libraries should be framed as research hubs, job-search centers, patent and small-business research access points, and primary-source history repositories. This reframing allows de-escalation of national culture-war tensions.

3. Emphasize Primary-Source Civic Education

Rather than debating individual contemporary titles, promote U.S. founding documents, Supreme Court opinions, Utah constitutional history, and digitized primary sources. The aim is to teach students how to interpret — not to dictate what they conclude. This approach pivots away from book bans toward civic competence.

4. Leverage Utah's Librarian Ecosystem

Utah possesses law librarians at BYU and the University of Utah, ABA-certified paralegal programs at SLCC, and strong regional academic networks. Policy should encourage structured partnerships between

public libraries and law libraries, and develop community workshops on how to research statutes, read case law, and find reliable sources.

5. Elevate the Role of the Library of Congress

National leadership should treat the Library of Congress as strategic infrastructure, publicly recognize librarianship as a governance function, and encourage regional engagement with federal knowledge institutions.

Strategic Outcome

C1 produces expanded rural knowledge access, de-escalated culture-war framing, and stronger civic competence across frontier communities. Libraries also serve as workforce access points, small-business research hubs, and IP research entry points — directly connecting to C2 and C3.

C2

Education & Workforce Pathways

Governing Premise

Talent is widely distributed. Opportunity is not. Frontier communities should not function primarily as exporters of educated young people. Education policy should create pathways that allow skilled work to exist where families already live. Community colleges and regional institutions are not secondary options — they are frontline engines of economic durability.

Core Policy Claim

> **Community colleges and rural institutions should be direct on-ramps to high-skill, future-proof work — not dead ends.**

Frontier Rationale

A workforce that can move sprinklers in the morning and work a federal-grade job in the afternoon is not a contradiction — it is the future of frontier resilience.

Policy Objectives

1. Elevate Community Colleges as Innovation Gateways

Support policy that expands funding parity for two-year institutions and encourages industry-aligned certificate programs with stackable credentials leading to paralegal work, IP research, regulatory compliance, and digital research support. Community colleges should be framed as professional launchpads, not fallback options.

2. Expand Legal and Paralegal Workforce Pathways

Encourage growth of ABA-aligned paralegal programs in rural regions, and partnerships between law schools, public libraries, and community colleges. Training in legal databases, statutory research, case law navigation, and regulatory literacy creates high-skill, remote-capable work compatible with rural living.

3. Normalize Remote-Capable Professional Work

Policy should recognize that many modern professions do not require daily presence in urban centers and can coexist with agricultural and rural lifestyles. Encourage broadband alignment with workforce planning, incentives for distributed professional teams, and federal contracts that are location-neutral where appropriate.

4. Connect Innovation to Regional Identity

Rather than exporting graduates, institutions should integrate coursework with regional economic needs, highlight local inventors and patent holders, and connect chemistry, engineering, and legal training to real-world IP systems. Education should reveal that frontier regions can produce inventors, researchers, patent agents, and policy analysts.

5. Integrate Technology Without Displacing Skill

AI and database-driven tools are expanding rapidly. Policy should treat AI as augmentation, not replacement, and ensure rural students are not left behind in technological transitions. Competence in navigating systems is more durable than narrow specialization.

Strategic Outcome

C2 produces skilled, location-flexible workers; reduced rural talent flight; income diversification in frontier counties; and a cultural reframing of success as building locally, not escaping.

C3

Economic Development & Intellectual Property

Governing Premise

Innovation policy should not concentrate economic opportunity in a handful of metropolitan corridors. The U.S. intellectual property system — patents, trademarks, and related legal frameworks — is one of the most powerful and underutilized tools for distributing skilled economic work geographically.

Core Policy Claim

The U.S. intellectual property system is an underused rural economic engine.

Frontier Rationale

IP jobs are location-flexible, knowledge-intensive, and compatible with rural life — exactly what frontier counties need to retain talent.

Policy Objectives

1. Expand Rural Access to the USPTO Ecosystem

Encourage federal engagement strategies that increase USPTO outreach in the Intermountain West, support remote examination, research, and support roles, and facilitate community-level education on patent filing, trademark systems, and small-business IP protection. The intellectual property system should not feel distant or inaccessible to rural inventors.

2. Develop Patent and Prior-Art Research Workforce Capacity

Support training pipelines that prepare rural workers to conduct prior-art searches, assist in patent drafting research, support IP compliance and documentation, and work with inventors and small businesses. These roles are database-driven, can often be performed remotely, and integrate well with existing legal and paralegal programs.

3. Treat Patents as Instructional Infrastructure

Reframe public understanding of patents: they are not merely monopolies — they are published technical disclosures and instructional documents that teach how inventions work. Encourage educational use of patent databases and integration of patent literacy into science courses and business development training.

4. Support Regional Inventors and Small Firms

Advocate for localized IP literacy workshops and partnerships between community colleges, public libraries, and law libraries. Small-business technical assistance should include IP strategy. Economic development should not rely solely on recruiting external firms — it should strengthen local creators.

5. Align IP Policy with Frontier Economic Stability

Promote policy approaches that reduce unnecessary barriers for small inventors, improve clarity in IP processes, and encourage distributed innovation participation. Long-term durability comes from skill density, legal literacy, and institutional access — not solely from extraction cycles.

Strategic Outcome

C3 produces a rural workforce integrated into federal innovation systems, reduced dependence on volatile industrial recruitment, expanded professional job categories in frontier counties, and greater regional participation in national economic systems. This pillar is uniquely credible: Snow College → Boyd Beck → USPTO certification → rural job portability.

C4

Public Lands & Stewardship

Governing Premise

Public lands are not ideological symbols — they are shared assets held in trust. Good stewardship is not about stopping use or accelerating extraction. It is about timing, restraint, local knowledge, and long-term value. Frontier communities understand this intuitively because they live with the consequences of land decisions across generations.

Core Policy Claim

> **True stewardship means patience, timing, and respect for land as a public asset — not ideological liquidation.**

Frontier Rationale

Frontier communities live with land decisions for generations — they understand stewardship better than distant ideologues.

Policy Objectives

1. Restore Timing Discipline to Land and Resource Decisions

Oppose policies that force land or lease sales on fixed schedules, ignore market conditions, or substitute ideological consistency for economic rationality. A forced sale is not a free market transaction — it is a political mandate. Public assets should be held until conditions serve the public interest.

2. Align Land Policy with Free-Market Logic (Correctly Understood)

True market principles allow sellers to choose timing, assets to be held when markets are unfavorable, and value maximization through patience. Public land policy should follow the same logic applied to private stewardship: no artificial quotas, no rushed liquidation, no ideology-driven extraction.

3. Elevate Local and Frontier Knowledge in Decision-Making

Frontier communities possess generational land knowledge, practical experience with water, grazing, fire, and access, and long-term memory of policy consequences. Policy mechanisms should meaningfully incorporate local expertise and treat rural stakeholders as partners, not obstacles. Local input is not anti-science — it is field-tested intelligence.

4. Integrate Environmental Care with Economic Continuity

Stewardship rejects the idea that environmental responsibility and economic stability are opposing goals. Sound land policy preserves future optionality, reduces boom-and-bust cycles, protects working landscapes,

and supports rural livelihoods over time. Careful management is not stagnation — it is continuity.

5. Apply the Stewardship Lens Broadly

This framework applies across grazing and range management, water rights and allocation, recreation access, wildlife and habitat balance, and infrastructure siting. The common question is always: are we acting like owners seeking quick returns, or trustees preserving long-term value?

Strategic Outcome

C4 produces greater public trust in land governance, reduced conflict between rural communities and regulators, more stable revenue outcomes, and policies that survive political cycles. Stewardship lowers temperature — and raises legitimacy.

C5

Governance Reform & Bipartisanship

Governing Premise

Good governance is not a vibe — it is a discipline. Frontier communities don't have the luxury of permanent stalemate. When water runs short, when roads wash out, when a school is understaffed, you solve the problem with whoever is standing next to you. C5 is about rebuilding the machinery of democratic competence so that problem-solving becomes the default again.

Core Policy Claim

Frontier culture produces better governance because cooperation is not optional.

Frontier Rationale

In frontier counties, you work with the same people tomorrow whether you won or lost today — that produces seriousness, not spectacle.

Policy Objectives

1. Restore Trust Through Information Clarity

Democracy fails when people can't tell what's true, what's proposed, and what actually happened. Core commitments: public-facing explanations of complex decisions in plain language; transparent sourcing and 'show your work' governance; civic literacy as infrastructure. People can't consent to governance they can't understand.

2. Make Bipartisanship a Method, Not a Mood

Bipartisanship works when it has a structure. Effective structures include joint problem statements before policy drafting, shared metrics both sides commit to measuring, and pilot programs with clear off-ramps. Cooperation should be rewarded by design, not personality.

3. Frontier Representation as Governance Reform

Much dysfunction stems from frontier realities being underweighted. Reform frame: treat frontier counties as governance-critical, not politically marginal. Push party institutions to invest where they've historically neglected. Use signatures and field engagement as proof of seriousness and constituency.

4. Practical Accountability — "Did It Work?"

Move past performative oversight into measurable outcomes. Publish a short implementation scorecard for major initiatives. Identify one accountable owner per initiative — no diffuse responsibility. Commit to timelines and public checkpoints. If nobody owns it, nobody fixes it.

5. Depolarize Without Being Bland

The pitch is not 'I'm above politics.' It's: frontier people know how to lose and keep working together. Disagreement is not disloyalty. Losing is not being silenced. Compromise is not weakness. Stable democracies require losing well.

6. Cross-Partisan Anchor Areas

Anchor bipartisanship in domains where cooperation is unavoidable: water and land, emergency response, rural education pipelines, broadband and infrastructure, and workforce training for remote-capable jobs. Start where incentives already align, then build outward.

Strategic Outcome

C5 produces restored institutional trust, structured pathways for cross-party problem-solving, and frontier communities recognized as governance-critical rather than politically marginal.

C6

Western Interstate Compacts

Core Premise

The American West has always governed regionally. Water does not stop at state lines. Land systems cross borders. Labor markets migrate. Interstate compacts are not a loophole in federalism — they are one of its most disciplined tools. This campaign proposes extending that proven framework to modern economic and professional infrastructure, particularly intellectual property, legal, and innovation-based work.

What Interstate Compacts Already Do

Interstate compacts are formal agreements between states, authorized by the Constitution, used to manage shared challenges without federal overreach. They already govern:

- Water allocation (Colorado River Compact, etc.)
- Corrections and prisoner transfer
- Emergency management
- Transportation and infrastructure
- Environmental stewardship

The West understands compacts because frontier realities demand cooperation.

The Missed Opportunity: Economic & Professional Compacts

What has not been modernized is how states cooperate on portable professional work. Today, talent leaves frontier states for coastal hubs, legal and IP work clusters where infrastructure already exists, and rural counties train capable people — then export them. This is not inevitable. It is structural.

Proposal — Western Innovation & IP Workforce Compacts

Develop interstate compacts among mountain and western states to support shared professional infrastructure, including:

- Remote-capable IP and legal work
- Paralegal and patent agent pathways
- Shared training standards
- Reciprocal professional recognition
- Regional innovation hubs distributed across rural counties

This allows talent to remain rural, work to be shared regionally, and states to cooperate without federal micromanagement.

Why Intellectual Property Fits First

Intellectual property and legal work are ideal for this model because they are portable, high-skill, remote-capable, and scale without environmental extraction. IP infrastructure turns education into durable economic capacity — especially in rural regions. This is economic development without sacrificing land or water.

Governance Benefits

Interstate workforce compacts reduce zero-sum state competition, encourage standardization without uniformity, strengthen state capacity, and preserve federal balance. They align naturally with water compacts, land stewardship agreements, and cooperative emergency planning — creating governance coherence, not fragmentation.

The West already governs regionally where it must. It is time to extend that logic to how we work. Interstate compacts can allow frontier states to keep their talent, share opportunity, build durable professional economies, and govern cooperatively without losing autonomy. This is frontier federalism — modernized.

Cross-References (do not duplicate): *C3 – Economic Development & IP · C4 – Public Lands · C5 – Governance Reform · A2 – Frontier Identity*