GROUP A — FOUNDATIONAL CANONS

Core Vision, Identity, Narrative & Ethics

A1 · A2 · A3 · A4

This campaign is built on the belief that good governance starts with equipping people with knowledge, not managing them through ideology.

A1

Core Campaign Vision

American democracy is not failing because people disagree. It is weakening because institutions are being asked to function without the habits that sustain them. The core problem is not ideology — it is the erosion of governing culture.

The Theory of Change

This campaign rests on a simple but durable sequence. Each step depends on the one before it.

1. **Frontier governing culture** restores institutional seriousness.
2. **Civic literacy** restores democratic competence.
3. **Competence** restores trust.
4. **Trust** enables durable economic and land stewardship policy.

Step 1 — Frontier Culture as Governing Model

Frontier communities operate under conditions of consequence. Water must be shared. Land must be maintained. Emergencies must be managed. Disagreement does not eliminate cooperation.

This culture produces steadiness, restraint, and accountability — qualities that national politics currently lacks. The campaign proposes scaling this governing ethic upward.

Step 2 — Civic Literacy as Infrastructure

Democracy becomes unstable when citizens cannot navigate it. Civic literacy — access to information, institutional transparency, and practical demonstrations of how systems work — creates democratic competence. Competence reduces manipulation. Understanding reduces outrage. Participation becomes informed rather than reactive.

Step 3 — Trust Through Repetition and Process

Trust is not declared. It is earned through predictable process. When hearings function, votes are respected, losses are accepted, and information is accessible, institutions regain legitimacy. Trust does not eliminate disagreement — it makes disagreement survivable.

Step 4 — Durable Economic and Land Policy

Once governing culture and competence are restored, policy can stabilize. This enables rural workforce development tied to legal and intellectual property systems, responsible public lands stewardship, cooperative federalism, and long-term economic planning instead of short-term spectacle.

Policy built on unstable institutions collapses. Policy built on trust endures.

What This Vision Rejects / Affirms

Rejects:

- Permanent outrage as strategy
- Zero-sum political identity
- Extraction without stewardship
- Spectacle over substance

Affirms:

- Cooperation without capitulation
- Competence over dominance
- Stewardship over exploitation
- Long-term durability over short-term headlines

This campaign does not begin with policy proposals. It begins with restoring the habits that make policy possible. Frontier governing culture, civic literacy, and disciplined institutional process together form a scalable model for national renewal.

A2

Frontier Identity — Western Politics

> ***"Frontier communities govern differently because cooperation, restraint, and practical competence are survival skills, not ideological preferences."***

The Frontier Is Not Geography

The frontier is not a zip code. It is not a costume. It is not a marketing strategy. It is a governing ethic shaped by distance, scarcity, interdependence, and consequence.

Consequence Shapes Character

In frontier conditions, actions have visible outcomes. Mismanage water and crops fail. Neglect land and erosion follows. Refuse cooperation and systems break. This produces a political culture grounded in accountability, restraint, follow-through, and long-term thinking.

Losing Without Collapse

Frontier communities understand loss. You lose votes. You lose seasons. You lose arguments — and then you show up the next day. Disagreement does not end relationships; it refines them. A democracy that cannot tolerate loss becomes brittle. A democracy that knows how to lose becomes resilient.

Cooperation Without Capitulation

Frontier cooperation is not weakness. It is structured around shared dependency — water systems, grazing agreements, fire response, roads and access. Cooperation is a survival skill, not a political identity.

Stewardship as Moral Discipline

The frontier ethic rejects extraction without responsibility. Land is not consumed — it is managed. This is not romanticism. It is discipline.

Frontier as National Model

The habits that allow frontier communities to endure can stabilize national governance: patience over spectacle, process over performance, durability over drama. Frontier identity is not anti-modern. It is anti-fragile.

Frontier identity is a governing philosophy rooted in consequence, cooperation, restraint, and stewardship. It is not nostalgia for the past. It is a disciplined framework for sustaining the

future.

A3

Personal Narrative

"My education, professional training, and repeated decision to return home explain why I focus on knowledge-based work, rural opportunity, and institutional competence."

Snow College, Chemistry, and Learning How Innovation Works

My understanding of innovation did not begin in Washington or Silicon Valley. It began at Snow College, studying chemistry under Boyd Beck — a local legend, a working scientist, and a U.S. patent holder.

I learned early that invention is not abstract. It is procedural. It is documented. It is protected — not to hoard ideas, but to teach others how they were made. That education eventually led me to pass the bar exam for the U.S. Patent and Trademark Office and become a certified patent agent. I learned how federal innovation systems actually function — how chemistry becomes claims, how claims become economic assets, and how law quietly shapes whether invention spreads or stagnates.

What stayed with me most was this: those jobs were portable. Those skills were transferable. But the infrastructure to access them was not evenly distributed. That raised a question I've never let go of: Why should frontier counties export their talent instead of hosting these careers themselves?

That question — born in a chemistry lab in Sanpete County and answered through federal law — is why my platform focuses on intellectual property, paralegal pathways, and rural innovation workforces. I didn't discover this problem later. I lived it first.

Service and Consecration

There was a time in my life when I gave two full years to focused service. My community supported me deeply through that commitment — they wrote, they encouraged, they trusted. I did my best to honor that trust.

Now I am campaigning for their trust again — not for isolation, but for representation. That means discipline. That means narrowing priorities. That means placing the work above personal convenience. Service is not performance. It is endurance.

Why Return Now

I came back to Utah with intention. Part of that intention is practical — building a life here, investing in land. Part of it is philosophical — the frontier still shapes my instincts. Living in various places has confirmed that this instinct is not nostalgia. It is my constitution.

My biography is not separate from the philosophy of this campaign. Returning intentionally. Choosing disciplined service. Working on land and in law. Testing claims and verifying truth. These are not stories for effect — they are habits that shape how I govern.

A4

Values and Ethics

> ***"Leadership requires restraint, accountability, and respect for institutions — especially when power or spectacle makes excess tempting."***

1. Consecrated Time, Not Permanent Power

Public office is a season of service, not a lifetime entitlement. A congressional term lasts two years — that timeframe disciplines ambition. I believe in consecrated time: defined seasons of focused work, not permanent incumbency as an identity. Power should feel borrowed.

2. Trust, But Verify

Frontier life teaches two instincts at once: trust your neighbor, and verify the claim. This applies to budgets, data, policy proposals, and political rhetoric. Good governance requires both goodwill and scrutiny. There is no shame in verifying information when entrusted with the public good.

3. Substance Over Optics

The image of power is not the same as the exercise of power. Governance should be measured by what endures, not by what dazzles. Every decision has consequences — acknowledging both sides before acting is not weakness, it is discipline.

4. Equip People, Don't Manage Them

Citizens are not an audience. They are participants. My approach favors civic literacy, transparent tools, public access to information, and demonstration over declaration. The goal is competence, not dependency.

5. Frontier Cooperation

On the frontier, disagreement is not disloyalty. Water systems, grazing permits, school boards, and emergency response require cooperation. You may lose an argument today and still work beside the same person tomorrow. The ability to continue working together after loss is a strength.

6. Economic Dignity

Work should be portable, skilled, and future-oriented. Frontier counties deserve access to remote-capable professional jobs, innovation infrastructure, intellectual property pathways, and technical education tied to real economic systems. Talent should not be exported by necessity.

7. Discipline and Self-Governance

I expect public servants to govern themselves before governing others. That means health discipline, financial transparency, intellectual rigor, and personal restraint during seasons of service. Character stability matters more than performative certainty.

8. Long Horizon Thinking

Frontier regions think in decades, not news cycles. Land stewardship, water management, and education investment require patience. Policy should be built to outlast applause.

Governing Principles (Operational)

Power Must Justify Itself Through Restraint

I will favor transparency over theatrics, resist policies designed to signal strength without delivering substance, and treat public power as something to be exercised carefully, not displayed. Restraint is not weakness — it is evidence of legitimacy.

Verification Beats Ideology

I will not govern by slogans, party pressure, or assumed consensus. I will require evidence before committing public resources, test claims against long-term consequences, and distinguish between belief and proof in policy decisions.

Stewardship Overrides Speed

I oppose forced timelines that extract value prematurely from public assets, institutions, or people. Urgency does not excuse irresponsibility.

Institutions Are Repaired, Not Performed Against

I do not believe institutions are strengthened by humiliation or theatrical defiance. I will work within institutional frameworks to expose weaknesses, favor reform over demolition, and treat institutions as systems to be maintained.

Cooperation Is Required Where Systems Intersect

Where systems overlap — water, land, education, emergency response — cooperation is not optional. Shared dependency demands shared responsibility.

Losing Does Not Invalidate Legitimacy

I reject the idea that losing an argument, vote, or cycle delegitimizes participation. Democracy survives because people keep showing up.

Knowledge Is a Public Good

Access to information is a prerequisite for legitimate self-government. I will support civic literacy and institutional transparency, and oppose efforts to obscure process or concentrate knowledge.

Public Service Requires Personal Discipline

Public authority imposes higher standards, not exemptions. Leadership is defined by what one refuses to do.

These principles are not branding language. They are constraints accepted in advance — to limit drift, resist pressure, and ensure that authority remains accountable to consequence.