

MILLCREEK, UTAH
RESOLUTION NO. 25-38

**A RESOLUTION OF THE MILLCREEK COUNCIL FILLING THE MID-TERM
VACANCY OF THE MAYOR**

WHEREAS, the Millcreek Council ("*Council*") met in special meeting on November 3, 2025, to consider filling the mid-term vacancy of the Mayor; and

WHEREAS, Jeff Silvestrini submitted his resignation as Mayor, effective November 10, 2025, to enjoy a retirement; and

WHEREAS, on September 25, 2025, the City gave notice of the following: (1) there is a vacancy of the Millcreek Mayor due to the Midterm Resignation, (2) as a result of the vacancy the Council needs to appoint an Interim Mayor, (3) the Council will accept application from qualified registered voters to be considered for the appointment of Interim Mayor, (4) the deadline for application was October 14, 2025, (5) the Council will interview applicants at a duly noticed public meeting on November 3, 2025, and (6) following the interviews in the open meeting the Council will appoint an Interim Mayor to serve the remaining term of Mayor Silvestrini; and

WHEREAS, on or before the deadline, the City received applications from the following qualified registered voters of the City: Jamie Walker, Gardner Reid, Jacob Richardson, Cheri Jackson, and Curtis Larsen; and

WHEREAS, on November 3, 2025, the Council specifically excluded Cheri Jackson because she had submitted herself to fill the mid-term vacancy and included Jeff Silvestrini, whose resignation had created the vacancy, allowing him to interview applicants and vote on the appointment to fill the mid-term vacancy ("*Resulting Council*"). The Resulting Council interviewed Jamie Walker, Gardner Reid, Jacob Richardson, Cheri Jackson, and Curtis Larsen; and

WHEREAS, following the interviews in the public meeting on November 3, 2025, the Resulting Council took an initial vote to fill the mid-term vacancy; and

WHEREAS, the initial vote indicated that _____ be appointed to fill the mid-term vacancy of Mayor.

NOW, THEREFORE, BE IT RESOLVED by the Resulting Council that _____ be appointed to fill the mid-term vacancy of Mayor to serve the remaining term with all the authority and responsibility of that office and direct that _____ be sworn in on November 10, 2025.

This Resolution shall take effect immediately.

PASSED AND APPROVED by the Council this 3rd day of November 2025.

MILLCREEK

Jeff Silvestrini, Mayor

ATTEST:

Elyse Sullivan, City Recorder

Roll Call Vote:

Silvestrini	Yes	No
Catten	Yes	No
DeSirant	Yes	No
Jackson	Yes	No
Uipi	Yes	No

Mayor Vacancy Appointment Process

Guide for Candidates and Council Members

In accordance with Utah Code 20A-1-510, when the mayor's position becomes vacant, a specific process must be followed to fill that position. Here's what will happen at the November 3rd meeting:

1. Procedures Explained

The City Recorder will explain how the process will work so everyone understands what to expect. Time limits will be strictly enforced.

2. Candidate Self-Introductions (1 minute each)

Each candidate who declared for the mayoral position will have **one minute** to introduce themselves to the council.

3. Question and Answer Period (20 minutes each)

The candidates will be invited to exit the meeting during the interviews of other candidates. The order of interviews will be by the 2024-2025 Master Ballot Position List established by the Office of the Lt. Governor, as listed below. The current mayor and council members, excluding the council member who is a candidate, will ask questions to the candidates. Each candidate will have up to 2 minutes to respond to each question. The question and answer period will last approximately 20 minutes per candidate.

- Jamie Walker
- Gardner Reid
- Jacob Richardson
- Cheri Jackson
- Curtis Larsen

4. Closing Statements (2 minutes each)

Each candidate will have **two minutes** to make their final comments or pitch to the council.

5. Deliberation and Voting

- The council will deliberate on the candidates.
- The initial voting will be done by ballot; no one will know how individual council members voted unless they openly express it. The current mayor gets to vote.

- Each council member indicates their choice on the provided ballot.
- The City Recorder collects and counts the ballots.
- The candidate who receives the most votes wins.
- The council will then approve a resolution appointing the new mayor.

6. What Happens in Case of a Tie

If two or more candidates receive the same number of votes (a tie), **the winner will be determined by a coin toss** conducted by the City Recorder as required by state law. The heads/tails will be assigned per the Master Ballot Position List (the first name according to the Master Ballot Position List will be assigned heads).

7. Appointment and Swearing-In

The appointee will be officially sworn in as the new mayor at the city council meeting on *November 10, 2025, at 7:00 p.m.* and will serve until the next municipal election in 2027.

Effective 5/7/2025

20A-1-510 Midterm vacancies in municipal offices.

- (1)
- (a) As used in this section:
 - (i) "Vacancy," subject to Subsection (1)(a)(ii), means the same as that term is defined in Section 20A-1-102.
 - (ii) "Vacancy," if due to resignation, occurs:
 - (A) for a municipal executive, on the effective date of an irrevocable letter of resignation submitted by the municipal executive to the municipal legislative body; or
 - (B) for a member of a municipal legislative body, on the effective date of an irrevocable letter of resignation submitted by the member to the municipal legislative body.
 - (b) Except as otherwise provided in this section, if any vacancy occurs in the office of municipal executive or member of a municipal legislative body, the municipal legislative body shall, within 30 calendar days after the day on which the vacancy occurs, appoint a registered voter in the municipality who meets the qualifications for office described in Section 10-3-301 to fill the unexpired term of the vacated office.
 - (c) Before acting to fill the vacancy, the municipal legislative body shall:
 - (i) immediately notify the municipal recorder or clerk;
 - (ii) give public notice of the vacancy at least 14 calendar days before the day on which the municipal legislative body meets to fill the vacancy;
 - (iii) identify, in the notice:
 - (A) the date, time, and place of the meeting where the vacancy will be filled;
 - (B) the person to whom an individual interested in being appointed to fill the vacancy may submit the interested individual's name for consideration; and
 - (C) the deadline for submitting an interested individual's name; and
 - (iv) in an open meeting, interview each individual whose name is submitted for consideration, and who meets the qualifications for office, regarding the individual's qualifications.
 - (d)
 - (i) The municipal legislative body shall take an initial vote to fill the vacancy from among the names of the candidates interviewed under Subsection (1)(c)(iv).
 - (ii)
 - (A) If no candidate receives a majority vote of the municipal legislative body in the initial vote described in Subsection (1)(d)(i), the two candidates that received the most votes in the initial vote, as determined by the tie-breaking procedures described in Subsections (1)(d)(ii)(B) through (D) if necessary, shall be placed before the municipal legislative body for a second vote to fill the vacancy.
 - (B) If the initial vote results in a tie for second place, the candidates tied for second place shall be reduced to one by a coin toss conducted in accordance with Subsection (1)(d)(ii)(D), and the second vote described in Subsection (1)(d)(ii)(A) shall be between the candidate that received the most votes in the initial vote and the candidate that wins the coin toss described in this Subsection (1)(d)(ii)(B).
 - (C) If the initial vote results in a tie among three or more candidates for first place, the candidates tied for first place shall be reduced to two by a coin toss conducted in accordance with Subsection (1)(d)(ii)(D), and the second vote described in Subsection (1)(d)(ii)(A) shall be between the two candidates that remain after the coin toss described in this Subsection (1)(d)(ii)(C).
 - (D) A coin toss required under this Subsection (1)(d) shall be conducted by the municipal clerk or recorder in the presence of the municipal legislative body.

- (iii) If, in the second vote described in Subsection (1)(d)(ii)(A), neither candidate receives a majority vote of the municipal legislative body, the vacancy shall be determined by a coin toss between the two candidates in accordance with Subsection (1)(d)(ii)(D).
- (e) If the municipal legislative body does not timely comply with Subsections (1)(b) through (d), the municipal clerk or recorder shall immediately notify the lieutenant governor.
- (f) After receiving notice that a municipal legislative body has failed to timely comply with Subsections (1)(b) through (d), the lieutenant governor shall:
 - (i) notify the municipal legislative body of the violation; and
 - (ii) direct the municipal legislative body to, within 30 calendar days after the day on which the lieutenant governor provides the notice described in this Subsection (1)(f), appoint an eligible individual to fill the vacancy in accordance with Subsections (1)(c) and (d).
- (g) If the municipality fails to timely comply with a directive described in Subsection (1)(f):
 - (i) the lieutenant governor shall notify the governor of the municipality's failure to fill the vacancy; and
 - (ii) the governor shall, within 45 calendar days after the day on which the governor receives the notice described in Subsection (1)(g)(i), provide public notice soliciting candidates to fill the vacancy in accordance with Subsection (1)(c) and appoint an individual to fill the vacancy.
- (2)
 - (a) A vacancy in the office of municipal executive or member of a municipal legislative body shall be filled by an interim appointment, followed by an election to fill a two-year term, if:
 - (i) the vacancy occurs, or a letter of resignation is received, by the municipal executive at least 14 calendar days before the deadline for filing for election in an odd-numbered year; and
 - (ii) two years of the vacated term will remain after the first Monday of January following the next municipal election.
 - (b) In appointing an interim replacement, the municipal legislative body shall:
 - (i) comply with the notice requirements of this section; and
 - (ii) in an open meeting, interview each individual whose name is submitted for consideration, and who meets the qualifications for office, regarding the individual's qualifications.
- (3)
 - (a) In a municipality operating under the council-mayor form of government, as defined in Section 10-3b-102:
 - (i) the council may appoint an individual to fill a vacancy in the office of mayor before the effective date of the mayor's resignation by making the effective date of the appointment the same as the effective date of the mayor's resignation; and
 - (ii) if a vacancy in the office of mayor occurs before the effective date of an appointment under Subsection (1) or (2) to fill the vacancy, the remaining council members, by majority vote, shall appoint a council member to serve as acting mayor during the time between the creation of the vacancy and the effective date of the appointment to fill the vacancy.
 - (b) A council member serving as acting mayor under Subsection (3)(a)(ii) continues to:
 - (i) act as a council member; and
 - (ii) vote at council meetings.
- (4)
 - (a)
 - (i) For a vacancy of a member of a municipal legislative body as described in this section, the municipal legislative body member whose resignation creates the vacancy on the municipal legislative body may:
 - (A) interview an individual whose name is submitted for consideration under Subsection (1)(c)(iv) or (2)(b)(ii); and

- (B) vote on the appointment of an individual to fill the vacancy.
- (ii) Notwithstanding Subsection (4)(a)(i), a member of a legislative body who is removed from office in accordance with state law may not cast a vote under Subsection (4)(a)(i).
- (b) A member of a municipal legislative body who submits his or her resignation to the municipal legislative body may not rescind the resignation.
- (c) A member of a municipal legislative body may not vote on an appointment under this section for himself or herself to fill a vacancy in the municipal legislative body.
- (5) In a municipality operating under the council-mayor form of government, the mayor may not:
 - (a) participate in the vote to fill a vacancy;
 - (b) veto a decision of the council to fill a vacancy; or
 - (c) vote in the case of a tie.
- (6) A mayor whose resignation from the municipal legislative body is due to election or appointment as mayor may, in the case of a tie, participate in the vote under this section.
- (7) A municipal legislative body may, consistent with the provisions of state law, adopt procedures governing the appointment, interview, and voting process for filling vacancies in municipal offices.
- (8)
 - (a) Except as provided in Subsection (8)(b), an individual seeking appointment to fill a vacancy under this section shall, no later than the deadline for the individual to file a campaign finance statement under Section 10-3-208:
 - (i) complete a conflict of interest disclosure statement in accordance with Section 10-3-301.5; and
 - (ii) submit the conflict of interest disclosure statement to the municipal legislative body and the municipal clerk or recorder.
 - (b) An individual described in Subsection (8)(a) is not required to comply with Subsection (8)(a) if the individual:
 - (i) currently holds an office described in Subsection (1)(b);
 - (ii) already, that same year, filed a conflict of interest disclosure statement for the office described in Subsection (8)(b)(i), in accordance with Section 10-3-1313; and
 - (iii) no later than the deadline described in Subsection (8)(a), indicates, in a written notice submitted to the municipal clerk or recorder, that the conflict of interest disclosure statement described in Subsection (8)(b)(ii) is updated and accurate as of the date of the written notice.
- (9)
 - (a) The municipal clerk or recorder shall make each conflict of interest disclosure statement made by an individual described in Subsection (8)(a) available for public inspection by posting an electronic copy of the statement on:
 - (i) the municipality's website; or
 - (ii) if the municipality does not have a website, on the website of the county in which the municipality is located.
 - (b) The municipal clerk or recorder shall:
 - (i) post the electronic statement described in Subsection (9)(a) no later than two business days after the day on which the municipal recorder or clerk receives the statement; and
 - (ii) ensure that the electronic statement remains posted on the website described in Subsection (9)(a) for at least 10 calendar days after the day on which the municipal legislative body appoints an individual to fill the vacancy.

Amended by Chapter 90, 2025 General Session

Amended by Chapter 448, 2025 General Session

Letter of Intent

Jamie Walker – Candidate for Mayor of Millcreek City Oct 2025

To the residents of Millcreek,

With over 25 years as a proud homeowner and active Millcreek community member, I am honored to submit my intent to serve as the next Mayor of Millcreek City. As the owner of Walker Home Design —recognized with 10 Best of State awards and 4 Best of Salt Lake City honors—I've spent decades building homes and helping families put down roots in our city. But beyond business, my heart has always been in service. For over 20 years, I've partnered with Make-A-Wish to help bring joy to children facing life-threatening illnesses, and regularly donate home plans to Habitat for Humanity to support families in need of safe, affordable housing.

My leadership is grounded in action. For the past 10 years, I have served on the Millcreek Community Council and have gained expansive knowledge of the concerns of Millcreek residents. I have served as the Community Council Chair for 3 years. For the past 22 years, I have served on the Board of Directors of the Salt Lake Home Builders Association, in which I've worked to shape thoughtful, community-centered growth. Two years ago I was responsible for founding Mt. Olympus Fast Pitch Girls Softball League and now serve as the President of their Board of Directors. In 2023, I developed XplosionBats—a training tool for baseball and softball players which played a role in the University of Texas's Women's College Softball World Series win.

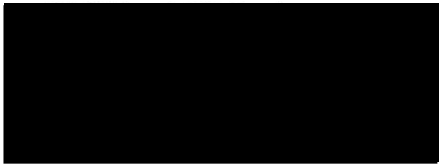
These diverse experiences have taught me how to lead with both vision and compassion. As mayor, I will prioritize smart infrastructure, accessible public transportation, and policies that reflect the values of Millcreek's families and future.

Sincerely,

Jamie Walker

Jamie Walker

Jamie Walker



Experience

Walker Home Design / Owner

2000-Present

Owner and CEO of a residential home design firm. Specializing in new construction, remodel and addition projects. Designs and constructs theme rooms for custom clients. Has designed over 4000 home plans over the past 35 years.

Mt. Olympus Fastpitch /Founding Board member

2023-Present

Created the first girls fastpitch softball league on the east side of Salt Lake City in the past 30 years. Continue to plan with 11 high schools on the east bench to play fall softball. Coordinate, schedule and manage over 300 kids, coaches, umpires and field crews for 6 age groups to play spring, summer, fall softball.

Xplosion Bats / Heavy Work out training bat

2023 - Present

Developed, patented and manufacturer of a heavy training bat used for baseball and softball players.

Education

Entrepreneur Simplified / Master of Business Organization

2016-2018

Business Organization and proper systems certification

University of Utah / Bachelor of Science

1994-1998

Marketing degree

Ricks College / Associates in Arts and Sciences

1992-1993

Engineering and Architecture degree

Awards

Best of State - Residential Home Design 2015 - 2025

SL Home Builders Association - Board of Directors 22 years

SL Home Builders Association - Associate of the Year

SL Home Builders Association - Parade of Homes

"People's Choice Award"

"Best Architecture"

Utah Home Builders Association - "Best Architecture"

Best of SLC - "Best Architecture " 5 time winner

References: Available upon request

Candidate Questionnaire

Please answer the following questions on the form provided.

1. What qualifications and/or qualities do you believe justify your appointment as mayor of Millcreek?

I have lived in Millcreek City since 2008 and have served on the Millcreek Community council for almost 10 years. I have served on the board of directors for the Salt Lake Home Builders Association for 23 years and have worked with Make A Wish for 20 years helping grant wishes for children with life threatening illnesses. I have partnered with Habitat for Humanity creating affordable housing and currently serve on the subcommittee for affordable housing in Millcreek. I own Walker Home Design, a successful home design company, which has designed thousands of homes for the past 25 years and have been awarded Best of State for the past 10 years and Best of Salt Lake City 4 of the past 5 years. I own two other successful companies including a non profit girls softball league that has doubled in size in its first two years of existence. My other company builds a patent pending heavy bat training product called Xplosionbats, which were used to help the University of Texas womens softball team win the college world series in 2025. It has been very beneficial to make connections throughout the state and around the country, to create relationships with city, state and national leaders to negotiate partnerships in many of my business dealings. I'm a successful business owner and know how to win. These are just some of the reasons I may be a good candidate for Millcreek's next mayor.

2. What would you hope to accomplish as mayor of Millcreek?

I would have four goals as Mayor of Millcreek:

1. Continue with the success that Mayor Silverstrini has started with development both in infrastructure and with relationships with staff and state leadership and businesses.
2. Create and improve parks and bike trails.
3. Keep taxes low by reviewing budgets and eliminating unnecessary spending.
4. Making good decisions based upon what is necessary to create an infrastructure that helps the future concerns and issues. These must be made in a timely manor.

3. What is your understanding of Millcreek's form of government and the roles of the mayor, city council, city manager, and staff?

Millcreek City has a 5 member council.

The Mayor is elected by all residents. He/She presides at all of the city council meetings and represents the city in general. He/She does not have veto power over the city council but may act as the tie breaking vote. The mayor is not a full time position.

The City council is made up of four members, one representing each district. They make laws, adopt city policies, set goals for the city, review and approve budgets, deal with taxes, business licensing, hire staff and make policy. They are the oversight and decision makers.

The City manager does the day to day tasks and daily operations of the city and is appointed by the city council. They are responsible for implementing directives from the City council. They don't make policies but only execute what the council has approved. They also prepare and submit budget proposals, and financials. They hire, supervise and manage staff in general and may do other jobs the council assigns. The council can remove or replace the city manager.

The staff runs the city tasks like planning, zoning, parks & rec, finance, public works, etc. They provide reports and data and make recommendations to the manager and council and implement council policies and maintain records.

4. What are some of the things you would do in your first 100 days in office?

For the first 100 days in office I would take a lot of notes and spend time with the outgoing mayor, council, city manager and assistant manager to understand that there are things I don't know. My goal would be to become a sponge and take in as much information as possible so that the "team" doesn't miss a beat. I would spend time with staff and understand what their needs might be so that they can be addressed. It would also be a priority to become more familiar with the police, fire and emergency leaders in our city and understand their concerns. I would also meet with the water and power companies to see what their needs are. I would also spend time with each of the other three community councils to understand what their struggles might be. I would continue to invite citizens to "meet the mayor" on Friday's to address individual concerns around our city.

5. What is your long-term vision for the city? How do you plan to achieve it?

My long term vision for the city is to help citizens feel safe, have affordable housing options, good places to meet and relax, and comfortable access to get around the city.

Achieving these goals will take input and feedback from past and present leaders in neighboring cities and national leaders who have had success in these areas. In order to make our city safe I would have council meetings with police, fire and emergency organizations. I would continue to review land zoning options in manufacturing areas to create tiny house villages in spaces that go unused and introduce new products to build that are truly affordable but it all starts with land acquisition and zoning. This idea is especially difficult since they are not growing land in Millcreek. I have some ideas that may be solutions when partnering with other city leaders.

6. What do you see as the city's most pressing challenges?

Based on my involvement on the Millcreek community council, I believe the most pressing city challenges may revolve around affordable house and homelessness. When talking with neighbors they are always concerned with tax increases on their property. I would be interested in discussing options to reduce taxes or eliminate property taxes for citizens who are over 65 years.

7. How would you address Utah's housing shortage and housing affordability in Millcreek?

I would like to continue discussing options for ADU's in parts of Millcreek along with loosening the restrictions on basement apartments and height envelopes. This may allow more families to tear down and re-build in older neighborhoods and not be forced to move to Herriman, Eagle Mountain or other growing areas which could result in turning Millcreek into more of a "rental" city. I have also developed a way to build a 1,200' tiny home for under \$300,000. This could be an options to solve affordable housing.

8. How would you address homelessness in the city?

There are no easy answers to homelessness anywhere. Finding a home should not be a problem for those who are looking for a home. I have been supportive of our cities past efforts to create seasonal shelters but long term options need to involve mental illness support and job security. We may want to consider smaller pop up shelters in small quantities in areas that are not being used. I won't pretend to have all the answers but I have some ideas worth discussing.

9. What are your priorities for public transportation and infrastructure development?

My priority for public transportation would be making sure Millcreek connects to Trax lines better. Bike lanes need to be updated and designated and coordinated with bus stops. Work with UTA to solve long term planning proposals and implementation.

10. How would you approach policing and public safety in the city?

I would sit down and discuss police concerns and see what's working and what's not working. This way I can understand where things could be addressed. I would have weekly, monthly and years interviews with police authorities to discuss corrections and address issues.

11. What would your approach be in handling a major city-wide crisis?

I would meet with police, fire, emergency, water and power on a monthly basis to have a plan in place before there is an emergency. Since I have been on emergency preparedness committees I would use that experience to have plans in place.

12. How would you ensure that all communities, especially marginalized groups, have a voice in city government?

I think the best way to address communities is to allow them to present at community council meetings and have a monthly outreach program to allow citizens to chime in whenever they like. Booths at summer party events may also be a way to have people communicate in an informal situation.

13. What steps will you take to increase transparency and public trust in city leadership?

Continuing with monthly news letters would be a good way to continue to inform citizens about city items. I would also encourage the council to also have a "meet the council" days for a couple hours each week.

14. How will you handle disagreements or pushback from community groups or city council?

I'm willing to come to the table of progress with humility in my heart because the best way to overcome disagreements is to listen.

15. How would you work with state and federal governments to secure funding and support for city projects?

I would work with grant writers, ask questions, use past leaders to interview and use their expertise to find solutions and continue to secure funding for city projects. I have been impressed with how our current leadership has been successful in this area. I wouldn't want to change how it is currently being achieved.

16. Describe your leadership style. How do you manage diverse teams and interests?

I would do a lot of research, ask questions, and then "fail faster". By trying and making adjustments quicker, I can solve problems quickly. It is why I am able to run multiple businesses and have success with only a few hours a day. I find ways to win and create winning teams. I am great at finding people who are smarter than me to help solve problems. I seek advice and council from diverse teams so that I can understand different perspectives.

[REDACTED]

October 6, 2025

Millcreek City Council
1330 E Chambers Avenue
Millcreek, UT 84106

Millcreek City Council:

Why I Want to Be the Next Mayor of Millcreek

I've lived in Millcreek my entire life—from growing up in the Mount Olympus area to raising my family in East Millcreek. This city is more than just my home; it's part of who I am. I love the people, the beauty, and the spirit of this community. I want to preserve what makes Millcreek special while guiding it thoughtfully into the future.

My vision is rooted in stewardship. I don't want to see Millcreek overbuilt or lose its character. I want to ensure that young couples and families have access to affordable housing, just as I did when I first bought my home here. Everyone deserves the chance to build a life in a safe, welcoming, and beautiful place.

As mayor, I will work to maintain a strong tax base, support our public safety partners at UPD and UFA, and ensure that city services—from sidewalk safety to school crossings, transit access, and walkable neighborhoods—are responsive and reliable. I believe in smart growth, not unchecked expansion. Our future depends on balancing innovation with preservation.

For the past six years, I've served on the East Mill Creek Community Council, where I've listened, learned, and helped shape zoning and development decisions since Millcreek became a city. I bring both experience and a fresh voice—ready to build on the solid foundation laid by Mayor Silvestrini. He did a phenomenal job establishing our city's identity. Now it's time to raise the walls and continue building a future that honors our past and embraces new possibilities.

I'm ready to lead Millcreek with integrity, vision, and deep respect for the community I've always called home.

Sincerely,



M. Gardner Reid

Gardner Reid
East Millcreek, UT [REDACTED]

Leadership Statement

Lifelong Millcreek resident and civic builder with decades of leadership in education, hospitality, and public service. I believe in ethical stewardship, transparent communication, and practical action. Ready to guide Millcreek forward preserving its heritage while shaping its future.

Objective

Seeking to serve as Mayor of Millcreek City to preserve the community's character while advancing inclusive housing, public safety, and sustainable growth.

Professional Experience

Principal *Reid School, Salt Lake City, UT 2018–2025*

- Led private academic institution serving K–12 students for 7 years
- Oversaw curriculum development, faculty management, and student services
- Closed school in 2025 after 40 years of operation, preserving legacy and community impact

Owner/Operator *Reid Ranch Resort, Fruitland, UT 1985–Present*

- Developed and expanded seasonal hospitality business hosting 11,000–15,000 guests annually
- Managed operations, staffing, logistics, and guest experience for 12-week summer season
- Built enduring relationships with schools, churches, and community organizations

Founder & Producer *Spartan Sports Network, Salt Lake City, UT 1982–1983*

- Created Utah's first cable sports broadcasting network during college
- Produced and aired Utah State University football games across regional cable channels
- Pioneered local sports programming and media innovation in early cable television

Founder & Videographer *Beehive Video Production, Salt Lake City, UT 1985–Present*

- Pioneered wedding videography in Utah
- Provided professional video services for events, families, and educational clients
- Continues to serve the community with high-quality video production

Educational Product Developer & Educator *Great Basin Educational Services Corporation*
1985–Present

- Manufactures and distributes educational materials for schools and districts nationwide
- Supports curriculum development and instructional design
- Continues to contribute to educational innovation and outreach

Civic Leadership

Secretary *East Mill Creek Community Council* **2018–Present**

- Served as council secretary for 6 years
- Participated in zoning, development, and community planning since Millcreek's incorporation
- Advocated for safety, infrastructure, and neighborhood preservation

Education

Ph.D. Candidate in Digital Communication *Liberty University* **2023–Present**

M.A. in Television Production *Brooklyn College, City University of New York* **1983–1985**

- Selected as one of 12 national graduate interns

B.A. in Television & Film B.A. in Spanish *University of Utah* **Graduated 1982**

Skyline High School *Salt Lake City, UT* **Graduated 1976**

Community & Personal Background

- Born in Salt Lake City, UT on February 12, 1958
- Lifelong resident of Millcreek (Mount Olympus & East Millcreek neighborhoods)
- Missionary service in Spain Barcelona Mission (1977–1979)
- Married to Ruth Grant Reid since 1981; father of five, grandfather of fourteen
- Eagle Scout and lifelong advocate for service, leadership, and community stewardship
- Deeply involved in religious service with The Church of Jesus Christ of Latter-day Saints, having served in many callings over the years
- Committed to preserving Millcreek's beauty, safety, and affordability for future generations

Candidate Questionnaire

Please answer the following questions on the form provided.

1. What qualifications and/or qualities do you believe justify your appointment as mayor of Millcreek?

I bring a rare blend of lifelong local commitment, national recognition, and academic rigor to this opportunity. As a lifelong resident of East Millcreek, I've raised a family here, served on the East Mill Creek Community Council for six years, and led both educational and hospitality organizations that touch thousands of lives each year. My qualifications reflect not only experience, but a deep understanding of Millcreek's civic landscape and a bold vision for its future.

- Rooted Leadership: I've lived in East Millcreek for over 40 years, just down the street from Wasatch Junior High. My children grew up here, and I've served on the East Mill Creek Community Council for six years, including four as secretary.
- Proven Management: As principal of the Reid School and owner of Reid Ranch, I've led teams, managed large-scale operations, and hosted up to 15,000 guests each summer. My leadership style is to teach, delegate, and ensure smooth, ethical execution.
- National Recognition: I was recently selected for the prestigious Goldman Sachs 10,000 Small Businesses program, a national initiative that empowers entrepreneurs to grow their organizations and strengthen their communities.
- Academic Excellence: I'm currently pursuing a PhD in Digital Communication from Liberty University, deepening my understanding of how technology, ethics, and human connection shape modern leadership.
- Visionary Communication: With degrees in Spanish, communications, and film—and a master's in television production—I bring a unique ability to connect across cultures and platforms.
- Ethical Stewardship: My leadership is grounded in service, whether through church responsibilities or community initiatives. I lead with integrity, empathy, and a commitment to the common good.

Millcreek is ready for a mayor who understands its past and is prepared to shape its future. I am that candidate.

2. What would you hope to accomplish as mayor of Millcreek?

Mayor Silvestrini has built a strong foundation—transparent governance, community-centered planning, and bold stands on housing, equity, and public safety. I intend to build on that legacy with a focus on innovation, inclusion, and intergenerational impact.

1. Strengthen What Already Works
 - Support and expand the work of Millcreek's four community councils, ensuring they have the tools and visibility to engage residents meaningfully.
 - Elevate the existing Youth Council by integrating mentorship opportunities, civic training, and intergenerational collaboration.
2. Advance Transparent, Inclusive Communication
 - Use my doctoral research in digital communication to make city data more accessible, honest, and engaging.
 - Host digital town halls, interactive dashboards, and storytelling campaigns that reflect the voices of Millcreek's diverse neighborhoods.
3. Champion Local Innovation
 - Develop a Millcreek Innovation Hub—a space for local entrepreneurs, educators, and artists to collaborate and grow.
 - Leverage my experience with Reid Ranch and the Goldman Sachs program to support small businesses and sustainable tourism.
4. Promote Mobility and Connection
 - Accelerate the Local Link transit plan and prioritize walkable, bikeable infrastructure that connects Millcreek's neighborhoods.
 - Ensure public spaces are safe, adaptive, and welcoming to all ages and abilities.
5. Foster a Culture of Listening
 - Continue the tradition of neighborhood listening sessions and expand outreach to underrepresented voices.
 - Build bridges between civic institutions, faith communities, and local schools to create a more unified Millcreek.

3. What is your understanding of Millcreek's form of government and the roles of the mayor, city council, city manager, and staff?

Millcreek operates under a Council-Manager form of government, which balances elected leadership with professional administration. I've served on the East Mill Creek Community Council for six years, so I've seen firsthand how this structure empowers both policy and execution.

- Mayor: The mayor serves as the public face of the city, presides over council meetings, and represents Millcreek in regional and intergovernmental affairs. While the mayor does not manage daily operations, they play a key role in setting vision, building consensus, and advocating for the city's priorities.
- City Council: The council is the legislative body, responsible for passing ordinances, approving budgets, and setting strategic direction. Millcreek's council includes representatives from four districts, ensuring that diverse voices shape city policy.
- City Manager: Appointed by the council, the city manager is the chief executive officer of Millcreek. They oversee departments, implement council policies, manage staff, and ensure efficient city operations. The manager translates vision into action.
- City Staff: Staff members are the backbone of city services—from planning and public works to communications and community engagement. They carry out the daily work that keeps Millcreek running smoothly and responsively.

This form of government allows elected officials to focus on leadership and policy, while professionals handle execution. It's a structure that thrives on collaboration, transparency, and accountability—and I'm ready to lead within it.

4. What are some of the things you would do in your first 100 days in office?

The first 100 days are about listening, aligning, and launching momentum. I would focus on building trust, surfacing ideas, and setting the tone for a visionary, inclusive administration.

1. Launch a Citywide Listening Tour
 - Visit each of Millcreek's four community councils to hear directly from residents.
 - Host town halls and digital forums to gather input on priorities, concerns, and opportunities.
2. Establish a Mayor's Civic Innovation Roundtable
 - Convene local educators, entrepreneurs, artists, and youth leaders to brainstorm bold ideas for Millcreek's future.
 - Use this group to inform long-term planning and pilot community-driven projects.
3. Audit and Elevate Communication Channels
 - Review how the city shares information—website, social media, newsletters—and make improvements for clarity, accessibility, and engagement.
 - Begin integrating digital storytelling and data visualization tools informed by my PhD research in digital communication.
4. Strengthen Interdepartmental Collaboration
 - Meet with the city manager and department heads to align on goals, identify operational bottlenecks, and explore cross-functional initiatives.
 - Encourage a culture of transparency, innovation, and service excellence.
5. Champion Equity and Inclusion
 - Review Millcreek Promise programs and identify ways to expand support for underserved communities.
 - Begin outreach to refugee and immigrant groups to ensure their voices are part of Millcreek's civic fabric.
6. Set the Stage for Long-Term Projects
 - Begin planning for a Millcreek Innovation Hub and expanded public market space.
 - Explore partnerships for sustainable infrastructure, including walkable corridors and adaptive public spaces.

5. What is your long-term vision for the city? How do you plan to achieve it?

My long-term vision for Millcreek is to become Utah's most inclusive, innovative, and intergenerational city—a place where families thrive, businesses grow, and every resident feels seen, heard, and empowered.

Vision Pillars:

- A Connected City: Seamless mobility through walkable neighborhoods, bike-friendly corridors, and expanded transit options like the Local Link and future S-Line streetcar extension.
- An Empowered Community: Residents actively shape policy through community councils, youth leadership, and digital engagement platforms.
- A Creative Economy: Local entrepreneurs, artists, and educators collaborate in a Millcreek Innovation Hub—fueled by my experience with Reid Ranch and the Goldman Sachs 10,000 Small Businesses program.
- A Sustainable Future: Environmentally responsible planning, green infrastructure, and adaptive public spaces that honor Millcreek's natural beauty.
- A City That Teaches Itself: Civic education, intergenerational mentorship, and storytelling initiatives that build pride and participation.

How I'll Achieve It:

- Activate Existing Strengths: Build on Millcreek's strong foundation—its four community councils, youth programs, and engaged residents.
- Leverage My Leadership: Use my experience as principal, ranch operator, and council secretary to foster collaboration and ethical stewardship.
- Apply Academic Insight: Integrate my PhD research in digital communication to make city data transparent, accessible, and engaging.
- Pilot Bold Ideas: Launch small-scale initiatives—like pop-up markets, civic labs, and neighborhood listening tours—that can scale citywide.
- Forge Strategic Partnerships: Collaborate with schools, nonprofits, and regional agencies to amplify impact and share resources.

Millcreek's future isn't just about growth—it's about purposeful transformation. I want to lead a city that doesn't just adapt to change, but defines it.

6. What do you see as the city's most pressing challenges?

Millcreek is thriving—but like any growing city, it faces complex challenges that require bold, compassionate leadership.

Key Challenges:

- Housing Affordability & Equity: Rising costs threaten middle-income families and vulnerable populations. Millcreek has explored ADUs and zoning reform, but we must go further to ensure housing diversity without compromising neighborhood character.
- Mobility & Safety: Traffic congestion and pedestrian safety—especially along Highland Drive and 3300 South—remain top concerns. We need smarter design, better transit integration, and safer streets.
- Civic Engagement Fatigue: While Millcreek has strong councils and youth programs, many residents still feel disconnected. We must reimagine how we engage—digitally, visually, and interpersonally.
- Environmental Sustainability: As we grow, we must protect our green spaces, reduce emissions, and prepare for climate resilience. Millcreek's vision includes sustainability—but implementation must accelerate³.
- Social Inclusion & Trust: Mayor Silvestrini showed courage in defending refugee families and standing up to federal overreach⁵. That legacy must continue. We must ensure every resident—regardless of background—feels safe, valued, and heard.

My Approach:

- Listen First: Begin with a citywide listening tour to understand lived experiences and local priorities.
- Lead Boldly: Use my platform to advocate for equity, transparency, and innovation.
- Build Bridges: Connect civic institutions, faith communities, and local businesses to co-create solutions.
- Communicate Clearly: Use digital tools, storytelling, and visualization to make city decisions understandable and inclusive.

Millcreek's challenges are real—but so is its potential. I'm ready to lead with vision, humility, and bold ideas that turn obstacles into opportunities.

7. How would you address Utah's housing shortage and housing affordability in Millcreek?

Utah's housing crisis is real—and Millcreek must be bold, creative, and compassionate in its response. I believe we can lead the way by combining smart policy, community partnerships, and innovative design.

My Approach:

- Expand Affordable Housing Zones: Support zoning reforms that allow for higher density and mixed-use development in strategic areas—especially near transit corridors like 3300 south also known as state route 171 and also Highland Drive an 1300 East.
- Accelerate ADU Adoption: Promote accessory dwelling units (ADUs) by streamlining permitting and offering design templates. Millcreek has already eased restrictions—I'll amplify that momentum.
- Champion Projects Like Marmalade District in Salt Lake City: The Marmalade District development incorporates affordable housing units alongside market-rate housing . The goal is to create a diverse and inclusive community with mix housing options that cater to different income levels.
- Launch a Millcreek Housing Innovation Fund: Partner with nonprofits and developers to offer grants or low-interest loans for affordable housing construction and preservation.
- Support First-Time Homebuyers: Collaborate with organizations like CDC Utah to offer financial counseling, down payment assistance, and pathways to homeownership.
- Engage the Community: Use my background in communication and visualization to help residents understand the benefits of inclusive housing—and build trust around change.

Millcreek can be a city where teachers, nurses, young families, and seniors all find a place to call home. I'm ready to lead that transformation.

8. How would you address homelessness in the city?

Homelessness is not just a housing issue—it's a human issue. Millcreek must respond with empathy, urgency, and coordination. I believe in a "housing-first, dignity-always" approach.

My Strategy:

- Strengthen Millcreek Promise: Expand its role in housing navigation, mental health support, and connection to statewide resources like 211 Utah.
- Partner with Regional Coalitions: Work closely with the Salt Lake Valley Coalition to End Homelessness and the Utah Office of Homeless Services to align Millcreek's efforts with proven regional strategies.
- Create a Mobile Outreach Team: Deploy trained professionals to engage unsheltered individuals, offer services, and build trust—especially in parks, transit areas, and commercial zones.
- Support Transitional Housing: Advocate for more transitional units and wraparound services that help individuals move from crisis to stability.
- Launch a Community Care Network: Bring together churches, nonprofits, and volunteers to provide meals, hygiene kits, job training, and emotional support.
- Use Data to Drive Action: Leverage my PhD research in digital communication to visualize homelessness trends and track outcomes transparently.

Homelessness is complex—but Millcreek can be a city that meets it with compassion, coordination, and courage. I'm ready to lead with both heart and strategy.

9. What are your priorities for public transportation and infrastructure development?

Millcreek is at a pivotal moment. With population growth, regional transit planning, and evolving mobility needs, we must build infrastructure that's smart, sustainable, and people-first.

My Priorities:

- Advance the Local Link Vision: Support the expansion of transit options—including streetcar, Bus Rapid Transit (BRT), and enhanced bus service—along Highland Drive and 1300 East to connect Millcreek with Sugar House and Holladay.
- Champion the Meadowbrook & Millcreek Station Area Plan: Help shape development around TRAX stations to promote walkability, housing affordability, and vibrant mixed-use neighborhoods.
- Build Safer Streets: Prioritize sidewalk and trail improvements through Millcreek's Sidewalks & Trails Master Plan. Focus on school zones, commercial corridors, and underserved areas.
- Create Mobility Hubs: Establish neighborhood-based hubs with bike share, EV charging, and shuttle access—especially near parks, schools, and community centers.
- Modernize Stormwater & Utility Infrastructure: Support SWUF projects that protect Millcreek's natural environment while preparing for climate resilience.
- Integrate Digital Infrastructure: Use smart sensors, public Wi-Fi, and data visualization to improve traffic flow, monitor air quality, and engage residents in infrastructure decisions.

Millcreek's infrastructure must reflect not just where we are—but where we're going. I'll lead with innovation, inclusion, and long-term vision.

10. How would you approach policing and public safety in the city?

Public safety is about trust, transparency, and teamwork. Millcreek partners with the Unified Police Department (UPD), which provides a robust mix of patrol, traffic enforcement, school resource officers, and community-oriented policing⁴. I believe in strengthening that partnership while ensuring accountability and responsiveness.

My Approach:

- Support Community-Oriented Policing (C.O.P.): Expand programs like Neighborhood Watch, mobile patrols, and school outreach. These initiatives build trust and prevent crime before it starts.
- Enhance Mental Health & Crisis Response: Advocate for increased funding and staffing for UPD's mental health unit. Support co-response models that pair officers with social workers.
- Ensure Transparency & Accountability: Promote body camera coverage for all officers, regular public reporting, and civilian review mechanisms. Build on the feedback from Millcreek's policing town halls.
- Invest in Youth & Prevention: Partner with Millcreek Promise to offer youth mentorship, substance abuse education, and safe after-school programs.
- Strengthen Emergency Preparedness: Collaborate with the Unified Fire Authority and Millcreek's Office of Emergency Management to improve disaster readiness and community resilience.
- Foster Inclusive Safety: Ensure that all residents—regardless of background—feel safe and respected. Support bias training, cultural competency, and community dialogue.

Public safety isn't just about enforcement—it's about community confidence. I'll lead with empathy, data, and a commitment to making every neighborhood feel secure and supported.

11. What would your approach be in handling a major city-wide crisis?

In a crisis, leadership must be clear, compassionate, and coordinated. Whether it's a wildfire, public health emergency, or civil unrest, I believe in a response that protects lives, preserves trust, and builds resilience.

My Crisis Response Strategy:

- **Lead with Transparency:** Communicate early and often. Use digital tools, social media, and community councils to keep residents informed with accurate, timely updates.
- **Activate Emergency Powers Responsibly:** Collaborate with the City Council and City Manager to deploy resources, suspend regulations if needed, and declare emergency status when appropriate.
- **Coordinate Across Agencies:** Work closely with Unified Fire, UPD, Salt Lake County, and state and federal partners to ensure unified response and resource sharing.
- **Center Equity in Recovery:** Prioritize vulnerable populations in aid distribution, shelter access, and recovery planning—as outlined in Millcreek's Fire Recovery Plan.
- **Mobilize Community Networks:** Engage churches, nonprofits, and volunteers to provide food, clothing, and emotional support—as Millcreek did during the Willow Glen fire.
- **Document and Debrief:** After the crisis, conduct a full review with stakeholders to improve future preparedness and build community resilience.

I've managed large-scale operations at Reid Ranch and led through challenges at the Reid School. I know how to stay calm, delegate wisely, and lead with empathy. Millcreek deserves a mayor who can turn crisis into community strength.

12. How would you ensure that all communities, especially marginalized groups, have a voice in city government?

Representation isn't just about outreach—it's about building trust, removing barriers, and creating platforms where every voice matters. Millcreek is beautifully diverse, and I believe our government should reflect that diversity in every decision.

My Inclusion Strategy:

- **Expand the Role of Community Councils:** Ensure each of Millcreek's four councils has dedicated outreach to underrepresented groups—refugees, seniors, youth, and low-income families.
- **Support the Millcreek Community Foundation:** Partner with this organization to uplift marginalized populations through arts, education, and economic development.
- **Launch a Civic Equity Fellowship:** Invite residents from historically excluded communities to serve as paid fellows advising city departments and participating in policy design.
- **Use Data to Drive Outreach:** Leverage tools like the Digital Equity Asset Map to identify gaps in access and build partnerships with trusted institutions serving refugees, unhoused individuals, and aging adults.
- **Host Multilingual Town Halls:** Offer translation services and culturally relevant formats to ensure all residents can participate meaningfully.
- **Support the Citizen Assembly Model:** Build on Millcreek's partnership with Civic Genius and YOUnify to convene representative groups that advise on key issues.

Inclusion isn't a checkbox—it's a mindset. I'll lead a city where every resident feels seen, heard, and empowered to shape Millcreek's future.

13. What steps will you take to increase transparency and public trust in city leadership?

Transparency isn't just about open records—it's about open hearts, open minds, and open channels. I believe trust is built through clarity, consistency, and connection.

My Transparency Strategy:

- Visualize City Data: Use my background in digital communication and PhD research to create interactive dashboards that show budgets, development plans, and public safety metrics in clear, engaging formats.
- Streamline Public Access: Ensure agendas, minutes, and recordings of council meetings are easy to find, navigate, and understand—building on Millcreek's existing City Council portal.
- Launch a Mayor's Monthly Report: Share updates on initiatives, challenges, and upcoming decisions through email, social media, and community newsletters.
- Host "Behind the Scenes" Civic Tours: Invite residents to visit City Hall, meet staff, and learn how decisions are made—from planning to public works.
- Create a Civic Feedback Loop: Implement digital and in-person tools for residents to submit ideas, concerns, and feedback—with guaranteed follow-up and public reporting.
- Model Ethical Leadership: Lead with integrity, disclose potential conflicts, and ensure all city dealings are conducted with fairness and accountability.

Millcreek deserves a government that doesn't just work—but works in the open. I'll make transparency not just a policy, but a culture.

14. How will you handle disagreements or pushback from community groups or city council?

Disagreement is not dysfunction—it's democracy. I believe in listening deeply, responding respectfully, and finding common ground without compromising core values.

My Approach to Conflict:

- Lead with Listening: When community groups raise concerns, I'll meet with them directly—whether it's about development, signage, or public safety. I'll ask questions, not just offer answers.
- Use the Council's Rules of Procedure: Millcreek's council operates with clear guidelines for discussion and decision-making. I'll respect those rules while fostering open, constructive debate.
- Build Bridges, Not Walls: If pushback arises, I'll seek shared goals. For example, if a group opposes a development, I'll explore how to preserve neighborhood character while meeting housing needs.
- Stay Calm and Collaborative: My management style—teach, delegate, and supports, I don't react with ego. I respond with empathy and strategy.
- Document and Follow Up: After any disagreement, I'll ensure clear documentation, public communication, and follow-through. Residents deserve to know not just what was decided—but why.
- Empower Community Councils: As a longtime member of the East Mill Creek Community Council, I know how powerful local voices can be. I'll ensure they're heard, respected, and included in shaping solutions.

Conflict is inevitable—but division is optional. I'll lead Millcreek with humility, clarity, and a commitment to unity through dialogue.

15. How would you work with state and federal governments to secure funding and support for city projects?

Securing funding is about relationships, readiness, and results. I believe in a proactive, partnership-driven approach that positions Millcreek as a model city for innovation and impact.

My Funding Strategy:

- **Build Strategic Alliances:** Cultivate strong relationships with state legislators, county officials, and federal representatives. Attend regional planning sessions, legislative briefings, and intergovernmental roundtables to keep Millcreek's priorities front and center.
- **Leverage Existing Successes:** Highlight Millcreek's track record—like the Upper Mill Creek Canyon Road Improvements funded through the Federal Lands Access Program and the Meadowbrook Station Area Plan—to demonstrate our capacity to deliver.
- **Submit Competitive Grant Applications:** Work with city staff to identify and apply for grants through programs like the Transportation and Land Use Connection (TLC), Community Development Block Grants (CDBG), and federal infrastructure initiatives.
- **Create a Millcreek Grant Readiness Task Force:** Assemble a cross-functional team to track opportunities, prepare shovel-ready projects, and align proposals with state and federal priorities.
- **Advocate with Data and Storytelling:** Use my background in digital communication to craft compelling narratives and visualizations that show how funding will benefit real people, not just spreadsheets.
- **Engage the Public in Advocacy:** Mobilize residents, business owners, and community leaders to support funding efforts through letters, testimonials, and public comment.

Millcreek is ready to lead—and I'll make sure state and federal partners see us as a city worth investing in.

16. Describe your leadership style. How do you manage diverse teams and interests?

My leadership style is collaborative, visionary, and grounded in ethical stewardship. I believe in teaching, delegating, and empowering others to lead. Whether managing a school, a resort, or a civic council, I've always built strong teams by listening deeply and leading with purpose.

My Leadership Philosophy:

- **Teach and Delegate:** I don't micromanage—I mentor. I ensure every team member understands their role, feels supported, and has room to grow.
- **Lead with Empathy and Clarity:** I communicate openly, set clear expectations, and create space for honest dialogue. I believe in transparency, not ambiguity.
- **Celebrate Diversity as Strength:** I've led teams across education, hospitality, and civic service. I know that diverse perspectives lead to better decisions. I foster inclusion by rotating leadership roles, encouraging cross-functional collaboration, and honoring cultural differences.
- **Adapt to the Moment:** Whether facing a crisis or a creative challenge, I adjust my approach to meet the needs of the team. My PhD work in digital communication has taught me how to navigate complexity with clarity.
- **Build Consensus, Not Control:** I believe in shared goals and collective ownership. I use visualization tools, storytelling, and structured dialogue to align diverse interests.
- **Model Integrity and Service:** I lead by example—whether it's showing up early, staying late, or making the hard decisions with compassion and fairness.

Millcreek is a mosaic of voices, values, and visions. I'm ready to lead a team that reflects that richness—and build a city that thrives because of it.

Letter of Intent

To the Esteemed Millcreek City Council,

It is with deep gratitude for this community and a firm belief in the promise of our future that I announce my intention to run for Mayor of Millcreek.

My passion for this city is not new; it's a commitment I have demonstrated through my years of public service. Serving on the Community Council and the Planning Commission has been an invaluable education. This time has placed me at the center of resident concerns, from local development to neighborhood safety, and has taught me how to effectively navigate complex issues and work collaboratively with diverse points of view. I firmly believe that public service is a selfless commitment to the greater good of our residents, and I am prepared to lead our city as Mayor.

My primary commitment as Mayor will be safeguarding Millcreek's identity as a family-friendly city where residents feel supported and eager to build their lives. Central to this mission is addressing the critical challenges facing our educational system, particularly the risk of school closures due to low student enrollment. Our local schools are the foundation of our neighborhoods, and we must work creatively and proactively with the school district to ensure they thrive. My specific proposal to reverse this trend is to pass housing reform to allow more housing options near schools, ensuring that we create diverse, inclusive, and thriving neighborhoods that provide more options for families of all sizes and incomes to live close to their educational centers.

To further enhance accessibility to recreation, I will propose seeking Memorandums of Understanding (MOUs) with select schools to help maintain their fields and potentially upgrade their playgrounds. This collaborative approach is fiscally responsible, allowing us to provide essential green spaces at a fraction of the cost compared to the city creating a new park itself. This initiative would prioritize schools located in dense neighborhoods or areas without an existing city park, ensuring all families have accessible, high-quality public recreational spaces.

Millcreek is fortunate to have amazing access to the great outdoors, which is a core reason why so many folks want to live here. My vision for Millcreek is an inclusive one: I firmly believe this city should be a place for anyone, for all walks of life. By prioritizing smart, inclusive growth and protecting the unique quality of life that defines us, we can ensure our city remains welcoming, sustainable, and opportunity-rich for every neighbor.

I care deeply about this community. As Mayor, I will bring experience of finding common ground and turning community concerns into meaningful action. I look forward to earning your support and working together to build an even stronger Millcreek.

Sincerely,
Jacob Richardson

Jacob Richardson

EDUCATION

Old Dominion University, Norfolk, VA
BS Degree Finance, BS Degree Economics

Aug 2008 - May 2012

University of Utah, Salt Lake City, UT
Master of Statistics (Econometrics Route)

Aug 2020 - Dec 2022

EXPERIENCE

Western Resource Advocates, Salt Lake City, UT
Senior Transmission Policy Advisor

Mar 2024 – Current

- Develop, draft, and advocate for transmission expansion and planning assessments across the Interior West.
- Assist in developing and advocating for transmission planning improvements in each of the WRA states and monitor interregional transmission expansion initiatives.
- Review and analyze transmission proposals in state utility regulatory proceedings.
- Assist in the preparation of regulatory or legislative testimony as needed for grid expansion and transmission planning enhancements.
- Serve as an expert witness representing WRA in regulatory, legislative, and other policy forums through written and oral testimony.

Utah Public Service Commission, Salt Lake City, UT
Utility Technical Consultant

Sept 2020 – Feb 2024

- Provide consultation and advice concerning public utility regulatory matters to the PSC
- Analyze, summarize, and review data and testimony and make recommendations
- Write reports and draft regulatory documents
- Research and analyze regulatory positions pertinent to revenue requirement, rate structures, changes in utilities technology, energy efficiency, and demand-side management programs
- Facilitate meetings and conferences involving government agency representatives, regulated companies, and the general public

Utah State Tax Commission, Salt Lake City, UT
Valuation Analyst

Oct 2018 - Sept 2020

- Assessed the value of electric utilities for the Property Tax Division
- Modified MS Excel templates used to value various companies
- Reviewed and analyzing financial data: 10-ks, FERC forms, internal cash flow projections
- Presented financial data to the various counties and companies around the state

Self Employed
Market Analyst

Nov 2016 - Oct 2018

- Traded U.S. Equities
- Utilized MS Excel to track trades and determine effectiveness of different trading strategies
- Used analytical skills in real time to calculate risk

Moran Towing, Norfolk, VA
Deckhand

April 2013 - Nov 2016

Bike & Build, Philadelphia, PA

Oct 2011 - Sept 2012

Trip Leader

- Organized a cross country cycling trip with 3 other Co-leaders to lead 15 cyclists across the United States
- Designed and led safety presentations to fellow co-leaders and cyclists
- Raised money and awareness for affordable housing

VOLUNTEER EXPERIENCE & LEADERSHIP

- Millcreek Community Council: Dec 2022 – Oct 2024
- Millcreek Planning Commission: Oct 2024 – Current
- Utah Animal Rights Coalition: 2018 - Current
 - Volunteers of America Youth Resource Center: 2019 – Current
 - Started as a volunteer helping to cook meals for homeless youth but now run the program (UARC's Vegan Food for Good) and continue to lead volunteer groups at least once a month. The program provides two dinners each month.
 - Board Member: Aug 2023 – Current
 - SLC VegFest Planning Committee: Jan 2021 – Sept 2024
 - Coordinated and helped plan UARC's annual vegan festival that takes place in Salt Lake City's Library Square.
- SLC Neighbors for More Neighbors Board Member: Dec 2024 - Current

Candidate Questionnaire

Please answer the following questions on the form provided.

1. What qualifications and/or qualities do you believe justify your appointment as mayor of Millcreek?

My qualifications for Mayor are rooted in my demonstrated commitment to the community and my hands-on experience in the city's decision-making bodies. My service on the Millcreek Community Council and the Planning Commission has exposed me directly to the complex concerns of everyday residents, teaching me to move past surface-level complaints and hone my skills in active listening and targeted questioning to understand the root cause of any issue. Additionally, this time has given me experience working with complex land use issues and zoning challenges, which are central to Millcreek's future growth and housing stability. This policy work is driven by my deep belief that Millcreek should be a city where anyone can live and have a good life. I've already worked collaboratively with the community council, city council members, and city staff to bring community-building initiatives to my neighborhood, such as organizing a Venture Out event held at James E. Moss Elementary. These combined experiences in policy analysis, community engagement, and collaborative problem-solving justify my appointment as mayor, as I am prepared to lead with a vision that is both pragmatic and deeply invested in the well-being of all our residents.

2. What would you hope to accomplish as mayor of Millcreek?

As mayor, my primary goal would be to sustain and build upon the positive momentum Millcreek has established since incorporation. The city has a clear path forward, and my focus would be on executing the groundwork the city has laid while addressing key needs for our residents and future. First, I would work to see the Millcreek Common vision through to completion. This endeavor is more than just constructing a set of buildings; it's about solidifying our city center as a vibrant, year-round gathering place, economic engine, and the heart of our community identity. Maintaining the city's strong financial health would be another top priority. I would prioritize policies that ensure we maintain Millcreek's excellent bond rating by practicing disciplined fiscal management. This stability allows us to invest confidently in essential services and infrastructure without unduly burdening taxpayers. Finally, a thriving, inclusive city requires diverse housing options. I would actively pursue policies that encourage the development of a wider variety of housing stock across the city, from starter homes and townhomes to options for seniors. This is key to ensuring that Millcreek remains accessible to people at all stages of life and income levels.

3. What is your understanding of Millcreek's form of government and the roles of the mayor, city council, city manager, and staff?

Millcreek operates under a "weak mayor" form of government, a model where the mayor's executive authority is limited and the legislative power rests largely with the city council. In this structure, the Mayor functions as a member of the city council with additional duties, such as presiding over meetings and serving as the primary spokesperson and external representative of the city. The city council, consisting of the mayor and four council members, is the legislative body responsible for establishing policies, passing ordinances, and approving the city budget. The day-to-day operations, including managing city staff, executing policies, and overseeing all municipal services, are the responsibility of the city manager. The city staff serves in a support role to the entire government—the mayor, city council, and city manager—by providing the expertise, data, and implementation work necessary to turn policy decisions into tangible actions and services for the residents. My role as mayor will be to provide vision, build consensus among the council, and maintain the relationship with the city manager to ensure efficient, professional administration.

4. What are some of the things you would do in your first 100 days in office?

My first 100 days in office would focus intently on building upon the phenomenal path Millcreek is already on, ensuring we continue to be a proactive, family-friendly city. A critical priority will be to immediately direct city staff to undertake a comprehensive review of our existing zoning ordinances, specifically tasked with identifying and recommending targeted reforms that can effectively encourage housing diversity to help stabilize and support the population numbers of our neighborhood elementary schools. Alongside this planning for long-term community health, I would also prioritize reaching out to the Granite School District to explore the possibility of entering into a cooperative Memorandum of Understanding (MOU) related to enhancing shared public spaces, ensuring we can work together to improve school fields and upgrade playground equipment across the city for the benefit of all our residents.

5. What is your long-term vision for the city? How do you plan to achieve it?

My long-term vision for Millcreek is to cultivate a city that is simultaneously vibrant, accessible, and economically resilient—a city where everyone, regardless of income, are welcome. The foundation of this vision is maintaining our reputation as a family-friendly community, which we will achieve by consistently supporting our schools and continuing successful community-engagement programs like the 'Venture Out' series. To enhance daily life, I will champion initiatives to significantly increase our active transportation options, making it safer and easier to walk, bike, and roll throughout the city. Achieving this vision requires a collaborative approach: I will work closely with City Staff to develop data-driven proposals, partner with the City Council for necessary policy approvals, and engage directly with residents to understand where these mixed-use and active transportation improvements are best suited for the city. We have excellent models right next door, such as Salt Lake City's successful 9th and 9th neighborhood and the Maven District, which prove that thoughtful mixed-use development can create beloved, highly functional, and diverse urban spaces.

6. What do you see as the city's most pressing challenges?

The city's most pressing challenges today are rooted in housing stability and environmental risk management. Our rising housing costs are directly connected to the increase in the unhoused population, making the cost of living the single greatest threat to Millcreek's inclusivity. Tackling housing costs through smart policy is the most effective way to address the number of unhoused individuals and retain our diverse workforce. The second major challenge is the serious risk posed by wildfires, especially along our wildland-urban interface—a devastating reality we have seen play out in California and other Western states. Managing this risk is critical to protecting our residents and property. To proactively mitigate this, I will prioritize working closely with the U.S. Forest Service, Unified Fire Authority (UFA), and the State of Utah to implement proactive land management strategies and up-to-date building codes that reduce hazards in the wildland-urban interface.

7. How would you address Utah's housing shortage and housing affordability in Millcreek?

Addressing Utah's severe housing shortage and affordability crisis in Millcreek is not just a policy priority, but a deeply personal one, honed by my experience advocating for housing options on the Millcreek Community Council and, currently, on the Planning Commission. I also actively participate in an affordable housing ad hoc group, where we meet with city leaders like Mike and Francis to strategize the best deployment of the city's limited affordable housing resources. Given that our city is largely built out, my approach centers on utilizing infill development and leveraging existing infrastructure to expand supply. A key reform I will advocate for is small lot reform, enabling the construction of smaller, more attainable homes within existing neighborhoods. This model is proven: in Durham, North Carolina, similar zoning changes led to new small homes being built and sold at prices up to 40% cheaper than the neighborhood average, effectively restoring the starter-home market. Salt Lake City is also basing their own small lot reform on Durham's model. Furthermore, we must continue thoughtfully adding higher-density housing options along our major corridors, where utility and transportation infrastructure are already in place to support the additional capacity, ensuring we provide diverse housing choices for residents at all income levels. This concentrated development also has the added benefit of boosting public transportation viability by creating the density necessary for increased ridership along those existing routes.

8. How would you address homelessness in the city?

Addressing homelessness in Millcreek requires both long-term policy vision and compassionate, effective short-term intervention. Fundamentally, the increase in our unhoused population is directly tied to the cost of housing; therefore, successfully implementing our long-term housing affordability reforms is the most sustainable strategy for reducing chronic homelessness. In the short term, however, we must act decisively and collaboratively. I believe it is crucial for Millcreek to continue partnering with county and state officials to draft and implement policies that improve outcomes for our vulnerable neighbors. The city has already demonstrated tremendous leadership in this area, having stepped up to host a winter overflow or warming shelter and providing our neighborhoods with targeted resources, such as increased police patrols, to ensure that all residents feel safe and supported during these necessary efforts. This balanced approach ensures we tackle the root cause of the crisis while providing immediate, humane assistance.

9. What are your priorities for public transportation and infrastructure development?

My priorities for public transportation and infrastructure development center on strategic investments that enhance resiliency and expand mobility choices. For public transit, I support focusing resources where it makes the most sense and provides the greatest public benefit. As already highlighted, increasing density along our major corridors is crucial because it improves the economics of public transportation due to increased ridership, making routes more viable for the long term. I will work proactively with the UTA to analyze current ridership data, identify the most-used bus routes, and implement a plan to improve those stops over time by adding amenities like bus stop shelters. Regarding core infrastructure, the city must continue prioritizing extensive storm drain work. As the climate changes, we should anticipate more frequent and intense storms, and having an extensive, resilient storm drain network is critical to mitigating the risk of serious flooding and protecting both private and public property. Finally, a key priority for active transportation is to complete a major east-west connection: extending the 3900 South multi-use trail eastward to the mountains. This project is essential as Millcreek currently has a strong network of north-south bike paths, but lacks a comprehensive

10. How would you approach policing and public safety in the city?

My approach to policing and public safety is built on supporting and enhancing the excellent service we currently receive through UPD, focusing on strategies that are modern, accountable, and rooted in community welfare. We must ensure that our resource deployments are guided by data, allowing the UPD to proactively address specific, pressing crime patterns, traffic safety issues, and community concerns. Furthermore, I am a staunch advocate for addressing the root causes of certain calls for service; this is why, while serving on the Millcreek Community Council, I participated in a subcommittee that successfully advocated for the addition of mental health professionals to our public safety team. I was pleased to see the city successfully add a licensed clinical social worker to the Millcreek UPD, as integrating clinical expertise directly into crisis response is vital for de-escalating mental health related calls and connecting vulnerable individuals with long-term care rather than relying solely on law enforcement.

11. What would your approach be in handling a major city-wide crisis?

My approach to handling a major city-wide crisis would be anchored in decisive, collaborative, and communicative leadership. Given my experience, I would immediately look to the leadership of the UPD for guidance, trusting their exceptional training and operational expertise to manage the immediate emergency response. Simultaneously, I would work with the City Manager and the entire leadership team, leveraging the expertise of City Staff—from public works to communications—to ensure we are covering all operational, logistical, and recovery aspects of the crisis. Importantly, during any crisis, consistent and effective communication with the public is paramount. I would ensure we establish a clear, centralized communication strategy to provide accurate, timely updates that keep our residents informed, calm fears, and outline transparent steps for safety and recovery.

12. How would you ensure that all communities, especially marginalized groups, have a voice in city government?

My commitment to making Millcreek a city for everyone extends directly to ensuring all communities, especially marginalized groups, have equitable access and a genuine voice in city government. It is crucial for those making decisions to acknowledge and understand that there are individuals who are not in the room. We must recognize that those with the time and resources are generally able to participate in the government process much more readily than those without such means, which can lead to one perspective becoming overly dominant in public forums. Millcreek is already addressing these concerns by offering virtual streaming and providing an option for comments to be submitted prior to a meeting, which significantly broadens who can participate in the process. To actively broaden the scope of community engagement, I would explore methods to expand opportunities for residents to participate and have their voices heard. Specifically, I would look at implementing and analyzing resident surveys at various popular Millcreek events, such as the Venture Out series or gatherings at Millcreek Common. This proactive approach will help us gather valuable input from a wider, more representative cross-section of our community, ensuring our policies reflect the needs of all Millcreek residents.

13. What steps will you take to increase transparency and public trust in city leadership?

Increasing transparency and public trust requires proactive effort from leadership that goes beyond meeting legal requirements. I would start by continuing to support the tradition of open access exemplified by Mayor Silvestrini's "meetings with the mayor" policy, which is an incredibly effective way to ensure residents can directly interact with city leadership and see government in action. Beyond physical access, we must ensure all residents can understand city decisions. To this end, I would enact a "plain language" policy, ensuring all official city documents—from meeting summaries to public notices—are concise, avoid technical jargon, and shun overly complex legal terminology. Furthermore, in recognition of Millcreek's growing diversity, I will inquire about having the city's most critical documents published in other languages, ensuring that non-native speakers have an equal opportunity to understand and engage with what their city government is doing.

14. How will you handle disagreements or pushback from community groups or city council?

My approach to handling disagreements or pushback from community groups or city council is informed by my direct experience serving on both the Millcreek Community Council and the Planning Commission. Disagreements are an inherent and healthy part of the democratic process. I believe the first step is to actively listen and seek to fully understand the root concerns and rationale behind the pushback. While I may not always agree with every single point raised, my priority is finding common ground on the topic at hand, seeking consensus where possible to achieve the best outcome for the city. It is absolutely crucial for community groups and residents to feel that they were genuinely heard, regardless of the final decision. If, after thorough deliberation, I must vote against a group's position, I believe it is important to follow up and clearly explain my rationale—detailing the facts, data, or legal constraints that guided my decision—to ensure the process remains transparent and respectful.

15. How would you work with state and federal governments to secure funding and support for city projects?

To secure necessary funding and support for Millcreek's city projects, my approach will be rooted in strategic alignment and persistent advocacy. It starts with building and maintaining strong relationships with our state legislative delegation and our (many) representatives in Congress to ensure Millcreek is always top-of-mind when new state or federal funding programs are announced. We must frame our local priorities—whether it's storm drain resiliency, the 3900 South multi-use trail, or our affordable housing initiatives—as projects that directly solve regional and national challenges. To be proactive, I will work with the City Manager and staff to ensure that high-priority projects are always "shovel-ready" with necessary planning and environmental reviews completed. This preparation ensures Millcreek can quickly seize opportunities as they arise, preventing us from missing out on federal infrastructure or housing dollars simply due to bureaucratic delay.

16. Describe your leadership style. How do you manage diverse teams and interests?

My leadership style is collaborative and results-oriented, focusing on empowering city staff and fostering consensus among elected officials and residents. I believe in servant leadership, where my role is to remove barriers and provide direction based on transparent data and community input. When managing diverse teams and interests, I operate by delegation and trust, ensuring each department head has the autonomy to execute their mission. I manage diverse interests—like those expressed across Millcreek's Community Councils and the Planning Commission—by prioritizing active listening (as detailed in the previous answer) and focusing discussions on measurable outcomes and the long-term good of the entire city rather than siloed concerns. My goal is to combine competing views into practical, shared policies that move Millcreek forward responsibly.

Cheri Jackson
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

September 30, 2025

Millcreek, Utah
1330 E Chambers Ave.
Millcreek, UT 84106

Dear Mayor Silvestrini and members of the City Council,

I am writing to express my intent to apply for mayor of Millcreek. Having served on the City Council for nine years, I am very familiar with the workings of the city and the vision and culture that have been established. I want to continue the great work that has been done in starting our young city and lead Millcreek into its next decade.

I believe my time on the City Council has prepared me to take this next step. I have served as the City Treasurer for the past four years, which has given me a more in-depth view of the city's finances. Additionally, I am currently the Millcreek representative for both the Unified Fire Authority and the Unified Fire Service Area boards. I am currently serving on many Millcreek committees, including the Millcreek Emergency Resilience Committee, the Millcreek Promise Executive Council, and the Millcreek Interfaith Council. As the alternate member for Millcreek in Utah 100 Communities, I serve on the Program Design Committee.

During the first six years of my service on the City Council, my council district encompassed the entire Canyon Rim area and parts of Mount Olympus, East Millcreek, and Millcreek. I regularly attended all four community council meetings. I currently serve three of the community council areas, and I have continued to be active in the issues each area faces. Because of this, I have good connections and am familiar with all parts of our city.

I look forward to meeting with you on November 3rd and discussing the future of Millcreek.

Sincerely,

Cheri Jackson

Cheri M. Jackson

EDUCATION

Brigham Young University	Provo, UT
Bachelor of Science in Psychology	Apr 1991
Utah Valley University	Orem, UT
Master of Public Administration	May 2024

EXPERIENCE

Millcreek City Council	Millcreek, UT
City Council Member representing District 3	Jan 2017—Present

- Oversaw the implementation and revision of Millcreek code
- Negotiated contracts with Salt Lake County for public works, park maintenance, and animal control
- Hired city staff and brought city services in-house for the Planning and Development, Building, Economic Development, Code Enforcement, Finance, Human Resources, and Legal departments
- Created the Communications and Community Life departments, the Millcreek Promise program, and Emergency Management
- Managed a budget of 40 million dollars
- Currently serving as the city treasurer
- Secured grants to help pay for city improvements and infrastructure

Boards and Committees

- Millcreek Emergency Resilience Committee
- Millcreek Promise Executive Council
- Millcreek Youth Council liaison
- Millcreek Miracle business committee
- Unified Fire Authority board member
- Unified Fire Service Area board member
- Utah 100 Communities program design committee

Canyon Rim Academy	Millcreek, UT
Kindergarten through 6 th grade public charter school	2006—2010

- Helped to write the charter for the school
- Served on the Board of Trustees
- Hired the principal, teachers, custodian, and specialty staff
- Oversaw the implementation of the Core Knowledge curriculum and special programs
- Organized the school lunch program
- Managed a budget of three million dollars

Impact United Soccer Club	Salt Lake Co, UT
Youth Competition and Recreation soccer program serving over 3000 youth	1999—2012

- Helped in the formation of the club, combining the Impact competition program with the Skyline, Olympus, and Cottonwood recreation programs
- Served on the Board of Directors
- Established the mission and goals for the club, managed the budget, and developed the club structure
- Served as the Recreation Registrar
- Organized the youth recreation soccer program, recruited coaches and referees, secured field space, advertised the program, registered players, and organized teams

Candidate Questionnaire

Please answer the following questions on the form provided.

1. What qualifications and/or qualities do you believe justify your appointment as mayor of Millcreek?

I have served on the Millcreek City Council for nine years and am well-versed in the city's processes, codes, and long-term vision. In addition to helping set and approve the city's budget, I have served as City Treasurer for the past four years, giving me a deeper understanding of Millcreek's finances and operations. I also represent Millcreek on both the UFA and UFSA boards and in the Utah 100 Cities program.

During my first six years on the Council, I represented areas within all four Community Council districts, which gives me valuable insight into the challenges and priorities across the entire city. I also serve on several citywide committees, including the Promise Executive Council, Emergency Resilience Committee, Interfaith Council, Millcreek Miracle Business Committee, and act as the liaison to the Millcreek Youth Council.

As a Councilmember, I have worked hard to stay informed and make thoughtful, well-grounded decisions. I am active in the community, connecting with residents throughout Millcreek, not just in my district. Listening to residents to understand their needs and concerns has always been a priority for me, and it will continue to guide me as a mayor committed to representing and serving all of Millcreek.

2. What would you hope to accomplish as mayor of Millcreek?

I've been fortunate to be involved in Millcreek since its incorporation. As a City Councilmember, I worked with residents to shape our city's vision—through the General Plan, public workshops, open houses, and meetings on key projects. I value that work and am committed to continuing it to bring our shared vision to life. As mayor, I will maintain this strong tradition of public engagement, ensuring residents have a voice in their city government.

The Millcreek Promise Program has been a remarkable success—not only addressing the needs of our youth and families and filling critical service gaps, but also bringing the community together to serve and connect with one another. I will continue to support this program and work to help it grow and strengthen within our community.

Finally, I believe it's essential to preserve the positive culture we've built at City Hall. We're fortunate to have some of the most talented and dedicated professionals in municipal government—people who choose to work in Millcreek because they care about this community. I often hear compliments from residents about the excellent service they provide. As mayor, I will prioritize supporting our staff so they can continue to deliver outstanding service to the people of Millcreek.

3. What is your understanding of Millcreek's form of government and the roles of the mayor, city council, city manager, and staff?

Millcreek's form of government is an elected five-member city council that sets policy and enacts ordinances. The council is comprised of four council members who are elected by and represent four districts of the city. The Mayor is the fifth council member who is elected by and represents the city as a whole. The mayor chairs the council and votes. As the City's chief executive officer, the mayor is responsible for enforcing the city's laws, ensuring that all statutes, ordinances, and resolutions are properly carried out, and reporting the city's needs to the council.

The city manager is an employee of the city hired by the mayor, through consultation with the city council, to act as the day-to-day administrator of the city. The city manager oversees all departments and works with the city council to ensure that the council's priorities are met and that the City's day-to-day operations run smoothly.

Each city department has a department head who leads the department and oversees the staff who work with them. The department head is responsible for addressing the issues related to their department, for helping to write or refine city ordinances and policy as it relates to the specific focus of their department, and for interfacing with the public who have questions or needs related to their department's responsibilities.

4. What are some of the things you would do in your first 100 days in office?

Mayor Silvestrini has done an outstanding job putting Millcreek on the map. He has been the face of our city and has built relationships that have brought significant benefits to Millcreek. As the incoming mayor, I will focus on strengthening and continuing those connections during my first 100 days in office.

I plan to meet with the Salt Lake County mayor and the mayors of our neighboring cities to introduce myself and build strong working relationships. I will also meet with leaders of key partner organizations, including the Wasatch Front Regional Council, Central Wasatch Commission, Wasatch Front Waste and Recycling District, Jordan River Commission, and Granite School District.

In addition, I will reach out to our state and federal representatives to reaffirm and strengthen the relationships we have already developed with them. I also intend to meet with major utility providers serving Millcreek to establish direct lines of communication and collaboration.

Although I have served on the City Council for nine years, many Millcreek residents don't know me. Since I haven't had the benefit of a campaign to introduce myself, I plan to spend as much time as possible out in the community meeting residents, understanding their concerns, and building.

5. What is your long-term vision for the city? How do you plan to achieve it?

Having helped shape Millcreek's long-term vision since city incorporation, I remain committed to seeing that vision realized. We invested countless hours—guided by resident input—creating our city's General Plan. After nine years, it's time to revisit and update that plan to reflect the changes and progress we've made, not as a change of direction, but as the next step forward.

Millcreek has grown from four separate community councils into one cohesive city, but some residents still feel their neighborhoods are less valued or protected. I will work to address these concerns and ensure every neighborhood feels included and supported.

Our diversity is one of Millcreek's greatest strengths. Programs like Millcreek Promise have helped bridge divides, and I will strive to expand opportunities for residents to connect, learn from one another, and build mutual respect.

Though young, Millcreek has already become an influential city. Mayor Silvestrini has been exceptional in making our voice heard, and I intend to follow his example—leading boldly to keep Millcreek at the forefront of both local and state issues.

6. What do you see as the city's most pressing challenges?

Millcreek faces several pressing challenges, starting with affordable housing. As a mostly built-out community, it's difficult to find space for new, affordable housing, and many residents understandably want to preserve their single-family neighborhoods. To address this, we've focused on adding higher-density housing where it makes the most sense—along major roads and near transit. Some residents are still unhappy with this, and working to help them understand the need can be tough.

Developers are often reluctant to build below-market-rate housing, and creating affordable, owner-occupied options remains especially challenging. The city needs to find a vehicle for requiring owner-occupied housing to be sold to individual owners, not one big real estate conglomerate. There have been issues with some owner-occupied projects being bought by one business to be turned into rentals, which defeats our intent.

Another major issue is Millcreek's aging roads and infrastructure. Much of our road network and stormwater system is over 70 years old, and inadequate maintenance before incorporation left us with a costly backlog of repairs. Some areas also lack sidewalks, which are needed to improve safety along busy streets and provide safe routes to schools.

7. How would you address Utah's housing shortage and housing affordability in Millcreek?

As a City Councilmember, I have supported several multi-family housing projects in Millcreek's west CRA and city center, as well as smaller infill developments along major corridors like 3300 South, 1300 East, and 900 East. While multi-family housing isn't always popular, it's an essential part of addressing our housing shortage.

The Council has also worked to incentivize affordable housing by waiving or reducing building permit fees. We're considering using funds collected in our Olean Walker Affordable Housing Fund—generated from CRA projects—to purchase land for affordable housing developments. I would support this. Lowering or eliminating land costs can significantly reduce overall housing prices.

In the city's zoning code update, we streamlined building codes and simplified the RCOZ ordinance to make construction easier. Millcreek also led the way in permitting both internal and external ADUs, giving homeowners the option to rent part of their property for additional income while adding more affordable rental units to the city.

As I mentioned in the section on challenges, we also need strategies to preserve affordable owner-occupied housing. CC&Rs alone aren't enough. We must work with developers willing to include deed restrictions to ensure homes remain available to individual buyers rather than being acquired by large housing conglomerates.

8. How would you address homelessness in the city?

Homelessness is a significant challenge in Millcreek and across the Salt Lake Valley. Millcreek has helped address this issue by hosting a temporary overflow shelter twice in the past five years. While not something the city sought out, the council, city staff, and Unified Police worked hard to make it successful and to ensure nearby neighborhoods felt safe.

Ideally, shelters wouldn't be necessary, and those experiencing homelessness could move directly into stable housing. The Switchpoint at Canyon Rim project is a strong example of this approach, helping individuals transition into supported housing. As this project is in my district, I attend monthly meetings with shelter operators, city staff, Unified Police, and our precinct social worker. This collaboration has been effective—concerns from neighbors have been addressed promptly, and potential problems have been prevented.

Switchpoint demonstrates how the city can partner with non-governmental organizations to meet the needs of the homeless population, helping them find and remain in stable housing while maintaining safety and trust within the surrounding community.

9. What are your priorities for public transportation and infrastructure development?

As a City Councilmember, I've participated in Wasatch Front Regional Council's visioning workshops to shape long-range public transportation plans for the Salt Lake Valley. Because Millcreek is surrounded by other municipalities, regional collaboration is essential to making these plans a reality.

In Millcreek, 1300 East is a good potential corridor for a future S-line or modern streetcar to connect Salt Lake City through Millcreek to Holladay. This public transportation would benefit Millcreek residents who work downtown by connecting them to the TRAX station in Sugarhouse. It would also benefit those coming from north of Millcreek to our city center or further south to St. Mark's Hospital.

Millcreek's aging infrastructure needs to be addressed, and funding for maintenance is a priority. Additionally, there are infrastructure gaps, particularly in sidewalks along major corridors and safe walking routes to school. I will work with our Public Works team to pursue grants from WFRC, UDOT, and other sources to help fund these projects—stretching our tax dollars further and covering more of the improvements our community needs.

10. How would you approach policing and public safety in the city?

Millcreek is fortunate to be served by the Unified Police Department, a top-quality law enforcement agency. UPD has provided excellent service to our community, and I am committed to maintaining this strong partnership. The UPD structure gives Millcreek access to the full range of police services through shared resources, allowing our precinct to handle any situation without the cost of maintaining our own specialized units.

Recently, the City Council worked with our Millcreek Police Chief to hire a full-time licensed social worker to support our officers in addressing the mental health challenges they encounter on the job. This effort has been highly successful—improving follow-up care for individuals in crisis while allowing officers to focus on situations that align with their training. I would like to build on this success by funding a second social worker to meet these critical needs.

The Millcreek precinct has also been innovative in finding ways to engage positively with the community, particularly with children, to foster trust and stronger relationships. Programs like the precinct's ice cream truck and the soon-to-arrive support dog give officers meaningful opportunities to connect with residents and build lasting rapport. I would encourage more of this type of interaction to help Millcreek residents feel safe and supported by their police force.

11. What would your approach be in handling a major city-wide crisis?

I learned a great deal from the devastating windstorm Millcreek experienced in the fall of 2020. Without our own Public Works Department, we lacked the equipment and manpower to handle the extensive damage. Community volunteers were amazing. They stepped up to do the work and clean up the debris. It required coordination by our Emergency Manager, our Public Works Director working with Salt Lake County to get needed equipment, and the mayor making calls to Wasatch Front Waste and Recycling for dumpsters and Rocky Mountain Power to address downed power lines and broken poles. It was truly a team effort.

As mayor, I will focus on building strong relationships to ensure Millcreek can get help quickly when disaster strikes. I will also work with local volunteers—such as our CERT team, Promise Program volunteers, and interfaith groups—to mobilize residents to support one another.

City staff and the City Council can not be everywhere to help everyone, but we can lead by example, provide resources, and empower Millcreek residents to take initiative and help their community in times of need.

12. How would you ensure that all communities, especially marginalized groups, have a voice in city government?

When Millcreek first incorporated—before we had a City Hall—the City Council held meetings in various locations across the city. One memorable meeting was at the Bud Bailey Apartments in west Millcreek. This approach brought city government directly to residents who might not otherwise feel included in decision-making. As mayor, I would work to do this more often. Whether it's for General Plan updates or major neighborhood projects, taking government to the people is often more effective in engaging harder-to-reach communities than simply inviting them to come to us.

The Millcreek Promise Program has done outstanding work offering English language and digital literacy classes, serving marginalized groups, and providing resources that empower them to be active participants in our community. I will continue to support this program and seek additional ways to reach and engage these residents.

Millcreek Common has become a true melting pot of our city's culture, hosting events like Juneteenth, Cinco de Mayo, Pride celebrations, Dutch King's Day, Pacific Islander festivals, and a British Car Show, among many others. These events help all residents feel seen, valued, and connected. I will continue to support these celebrations and explore new ways to highlight Millcreek's rich diversity.

I feel that when Millcreek residents feel welcome and included in our city, they are more apt to engage with city government and let their voice be heard.

13. What steps will you take to increase transparency and public trust in city leadership?

As a City Council, we've worked hard to be transparent. In addition to live-streaming city meetings, we send a weekly e-newsletter and a monthly printed newsletter to keep residents informed and engaged in their city government.

Mayor Silvestrini's tradition of meeting with residents on Friday afternoons has been valuable, and I will continue it as mayor. Direct conversations help residents feel heard, and it builds trust with city leadership.

I also plan to be active on social media to reach and engage residents where they are—especially younger people who are more likely to follow city updates on their phones than by email or print. Social media also allows for more timely communication as issues arise.

The more open and accessible we are, the more residents will trust that their city government is truly listening and ready to respond to their concerns.

14. How will you handle disagreements or pushback from community groups or city council?

If there is disagreement or pushback from community members or fellow councilmembers, my first step will be to listen with the goal of understanding their perspective. I will then work to clearly communicate my own position and strive to find common ground to resolve the issue. If no agreement can be reached, I will focus on what best serves the long-term needs of the city and benefits the greatest number of residents.

Making difficult decisions—especially when some people may be unhappy with the outcome—is never easy, but it's sometimes necessary to move the city forward. I will always listen carefully to both the public and the city staff, who bring valuable expertise to the table. Using the information available, I will make the most informed decision I can and explain my reasoning so that, even when others disagree, they can understand my motivation.

15. How would you work with state and federal governments to secure funding and support for city projects?

Millcreek has had the unique experience of being represented by all six members of Utah's federal delegation. With redistricting, this will likely change, but I've built relationships with our senators and all four House members. Even if they no longer represent Millcreek directly, they know our city, and I will work to maintain those connections to secure federal funding and support for our projects.

I've also focused on building strong relationships with our state legislators—meeting them at pre-session breakfasts, community council meetings, and ULCT events. I've made an effort to connect not only with those representing Millcreek but also with legislators across the state, whose backing is often crucial for legislation and funding that benefit our city.

16. Describe your leadership style. How do you manage diverse teams and interests?

I am a collaborative leader who strives to bring people together to work toward shared goals. I feel that this is best accomplished through thoughtful listening, open and honest communication, and transparent governance.

While this can be challenging when interests and motivations differ, finding common ground—and ensuring all voices are respected and included—is essential to achieving any organization's objectives.

Dear Bev, Cheri, Silvia, Thom, and Jeff,

I was born to be the Mayor of Millcreek. I grew up in what was then unincorporated SL County, now Holladay, and people always told me I should be the President. I wasn't anything special. My dad was a journalist, my mom, a stay at home mom, until she went back to school to become a teacher, leaving me to be the proverbial Gen X latch-key kid. When the honors program at Bonneville Jr. High ran an election for our eclectic group of 'smart' 7th, 8th, and 9th graders, and randomly assigned us to be members of the red or the blue parties, I felt frustrated by being 'assigned' to a political party, and recruited folks away from both parties to run on an independent 'white' party. (At our recent HS reunion, one member of the group quipped 'that name didn't age well'. (True.)

I essentially spent my 20s mentoring youth in SLC after school programs, volunteering with, and then employed at the Lowell Bennion Community Service Center at the University of Utah. In these roles my work entailed helping individuals and small groups envision better worlds for themselves and their families, and then take concrete steps to improve both themselves and their communities.

I essentially spent my 30s mentoring college students, overseeing programs that cultivated leadership development and community engagement for individuals and small groups envisioning better worlds for themselves, their families, and their communities, and then taking concrete steps to improve one or more. I took on additional responsibilities extending this approach as my work increasingly included additional campus locations, the differing populations of students each campus attracts, and the additional levels of community building and engagement necessary to make this work successful.

And I have essentially spent my 40s mentoring other staff and directors who are working to build new programs and systems to improve the governance of SLCC, liaise between Student Affairs, Academic Affairs, Governmental & Community Affairs, and our 24-7 facilities team to support SLCC students, and the rest of our 60,000+ strong College community. (Pro tip: if you are reroofing a 90,000 sq. ft. Student Center, try to schedule that not to overlap with a 100 year storm.)

It would be the honor of my life if I could spend the remaining working years of my professional career in support of the fabulous staff, businesses, and citizens that make Millcreek magical. I very much look forward to discussing my ideas with you further.

Sincerely,

Curt

A handwritten signature in black ink, appearing to be 'Curt', written in a cursive style.

Curtis A. Larsen

Millcreek, Utah |

[linkedin.com/in/curtislarson](https://www.linkedin.com/in/curtislarson)

LinkedIn:

EDUCATION

Texas Tech University, Lubbock, TX, Ph.D., Educational Leadership & Policy (Anticipated Dec 2025)

Dissertation: Stackable Credentials: Chasing Chimeras or the Missing Link Between Technical Certificates and Associate Degrees?

University of Utah, Salt Lake City, UT, Master of Public Administration (2008)

Pi Alpha Alpha Honor Society | Michael O. Leavitt Distinguished Scholar | Thesis: Fixing Social Security: Practical Solutions and Political Will

University of Utah, Salt Lake City, UT, B.A. English (Honors), B.A. Political Science (Int'l Relations Certificate)

University of Strathclyde, Glasgow, Scotland, Study Abroad (English and Politics) 1994–1995

CIVIC & EXECUTIVE LEADERSHIP EXPERIENCE

Assistant Vice President, Student Services, Salt Lake Community College | 2019–Present

- Provide strategic direction for regional campuses aligning with community and workforce needs.
- Negotiated free transit pass partnership benefiting 60,000+ students and staff, reducing emissions and improving sustainable access.
- Expanded child care, veterans, and international student services to improve inclusion and retention.
- Guided \$90M in student-centered capital projects and supported civic engagement initiatives.

Assistant Vice President, Student Life, Salt Lake Community College | 2016–2019

- Led student life, leadership, and wellness teams emphasizing equity and civic participation.
- Advocated for mental health access resulting in a 40% increase in counseling capacity.
- Partnered with Utah Student Association and nonprofits addressing civic engagement.
- Oversaw major student center renovations enhancing public and cultural life.

Director, Student Life & Leadership, Salt Lake Community College | 2008–2014

- Directed student government and engagement programs with \$1.5M annual budget across campuses.
- Chaired regional and statewide leadership conferences serving 1,000+ participants.
- Advocated for parental leave equity and inclusive spaces for reflection and faith.
- Launched SLCC's Washington, D.C. Internship Program expanding civic learning opportunities.

Associate Director & Program Manager, Lowell Bennion Community Service Center,
University of Utah | 1999–2008

- Directed community engagement programs linking thousands of students with local nonprofits.
- Created initiatives addressing homelessness, food insecurity, and environmental sustainability.
- Developed and led extensive civic leadership trainings statewide.

SELECT CIVIC & PROFESSIONAL SERVICE

President, Utah Professionals in Student Involvement & Leadership (2015–2016)

Chair, SLCC Arts & Cultural Events Committee (2014–2019) — advanced 'Equity in the Commons' civic theme

Trainer, Professional Development Center (2012–Present) — Strengths-based Leadership, Work on Purpose

Co-Chair, NASPA Western Regional Conference (2019)

Committee Service: Technology Fee Board, Universal Access, Alumni Council, Athletics Advisory, General Education

PRESENTATIONS & COMMUNITY IMPACT

Chair, NASPA Western Regional Pre-Conference 2-Day Workshop for AVP and Dean of Students Professionals, and conference committee member

Keynote Speaker, SLCC Leadership Conference — 'Inclusivity, Integrity, and Innovation' (2017)

Chair & Keynote, Power of One Regional LGBTQIA Leadership Conference (2014)

Presenter, National Women in Community College Leadership (2014): 'Using Your Strengths in Your Career'

Panelist, Utah NASPA — 'Building Future Civic Leaders' (2014)

VOLUNTEER & COMMUNITY SERVICE

25+ years of service experience across SL County, the state of Utah and service-based trips across the U.S in environmental, homelessness, mentoring, tutoring, disabilities, aging, and health issues.

Candidate Questionnaire

Please answer the following questions on the form provided.

1. What qualifications and/or qualities do you believe justify your appointment as mayor of Millcreek?

Council members, I ask for your support in appointing me to complete the current Mayoral term. My focus would be on ensuring a smooth transition, executing the Council's current priorities, enhancing transparency, efficiency, and responsiveness to our constituents.

I bring a unique blend of educational background, professional experience, and lifelong civic engagement. As a people first, creative systems thinker, I know how to enrich environments to help communities thrive. As a deep listener, I naturally hear collective concerns from multiple perspectives, that, over time, shape my leadership philosophy and approach in the direction of how to be most effective where I am. As a servant leader, my approach to something new is typically to roll up my sleeves and first ask, "how can I help?".

My current work at SLCC involves oversight for multi-million dollar budgets, major facilities projects, and programs that serve diverse populations across multiple campuses--essentially managing a 'city' of over 60,000 people.

I lead by listening, collaborating, and focusing on results. Millcreek deserves a mayor who can unite people around practical solutions, strengthen our democratic institutions, and ensure efficient, transparent governance. This opportunity aligns perfectly with my experience, values and lifelong commitment to public service.

2. What would you hope to accomplish as mayor of Millcreek?

I would honor the incredible work that has gone into standing Millcreek up as a city from scratch. I want Millcreek to be a city that each and every one of our residents across all four districts feel connected to their communities in a way that they both understand how living here helps make their lives better, and in turn, want to give back to keep that virtuous cycle of community engagement helping us continuously improve.

I can help strengthen the existing small business support at the Commons by leveraging the Goldman Sachs 10,000 small businesses program to continue broadening and diversifying our tax base. I can help positively influence our collective decision making to map out long term sustainable solutions to our school system(s) that treats everyone fairly. And I want to look for ways to better protect our most elderly and vulnerable citizens from fraud. Their fiscal health is an increasing threat, and just as important as supporting mental and physical health. I would seek ways to strengthen existing school to post secondary degree or certificate completion for our youth, and set ambitious targets to realize a net zero carbon emissions status for the city by the 2034 Winter Olympic return to Salt Lake.

3. What is your understanding of Millcreek's form of government and the roles of the mayor, city council, city manager, and staff?

As an alum of the UofU's Executive M.P.A. program, I have a firm grasp on the various roles of Millcreek's Council-Manager form of government.

The mayor serves as the chair of and a voting member of the council, and represents the city in many public-facing settings. As mayor, my role would be to distribute credit for all the great things the city is doing on behalf of its residents, and to take blame for policy decisions that have not worked out as well as we all would have liked. If appointed, I intend to run for the position in 2027 to serve out a full four-year term.

The city council members serve as the legislative body for the city, along with the mayor. We set policy, approve the annual budget, and approve business and other licenses, as well as make any other major decisions impacting the city. Like the mayor, you are all elected to four-year terms as well, but staggered so the council would not ever be in a position of having four (or even five!) new faces at the same time.

Our city manager, Mike Winder, is responsible for the day-to-day operations of Millcreek and serves as the chief administrator, responsible for the hiring and firing of department heads like Communications, Planning & Zoning, Public Works, etc. Mike also serves as our Economic Development Director. The staff reports to his role, and effectively ensures that our government and the crucial services we provide all run smoothly, from keeping our storm drains clear to our ice ribbon smooth.

4. What are some of the things you would do in your first 100 days in office?

My first 100 days would be initially filled almost exclusively with deep listening. I want to ensure I really hear the concerns of our constituents, and the many deeply committed staff that Mike oversees who make the day to day operations run well. I would meet multiple times with each Council member to better understand the unique assets that map onto each of your districts. We have such a great balance of wise residents, eager young learners, established residents those who are new to our communities. We have the seeds, resources, and tools most cities envy. I would ask the council members to invite me to any already scheduled forums, or help me identify opportunities to go to community centers, libraries or other places where gaining resident feedback works. While Coffee with a Cop could be a great place to engage with some, we have residents who would shy away from that type of engagement, so we need to find creative other ways to help people engage with us as a city also.

From here I would start connecting with mayors, business owners and others to look for collaborative opportunities to work on shared visions to improve the communities we serve.

5. What is your long-term vision for the city? How do you plan to achieve it?

I envision that Millcreek continues coming into its own, as a city that combines vibrant, connected neighborhoods with sustainable growth, safe streets, and thriving natural spaces. By 2040, Millcreek will be known across Utah for its livability, inclusiveness, resilient economy and environmental leadership.

I see:

- A Sustainable & Healthy Environment (preserve green space, grow clean energy)
- Safe, Walkable & Connected Neighborhoods (UTA, regional coordination, 39th S AT corridor, grant opportunities)

- Balanced Growth & Housing for all (diverse housing choices w/o sacrificing our character, a 'good neighbor' development framework aligning infill with neighborhood expectations)

- Thriving Local Economy (Millcreek as the hub of small business, innovation, and local culture, build out neighborhood business districts, strengthen education and job training opportunities)

- Safe, Welcoming & Engaged Community (deepen partnerships with Unified Police & Fire, expand community-tied youth, senior, and family programs, promote civic engagement through participatory budgeting, neighborhood councils)

- Transparent & Resilient City Government (operate clear, accessible performance dashboards that show our residents how we are doing, maintain our fiscally conservative budgeting while strategically investing in critical infrastructure, and enhance robustness of emergency readiness)

6. What do you see as the city's most pressing challenges?

I appreciate the focus with this question as there are, of course, so many to address. Atop the most pressing, competing priorities have to be supporting our citizens with clean air and water, clean and safe streets, and continuing to thread the needle with housing affordability without snarling traffic. Millcreek Canyon and the Jordan River parkway are both amazing resources, but we need to continue to preserve open space across our city. We need to listen to resident concerns regarding the Granite School District's proposed closures of Morningside and Eastwood Elementary schools, perhaps even exploring a Murray-like school district solution. Ultimately, demographics are destiny to a certain extent, so we have to educate the public about the life-cycle of neighborhoods based on the available housing, and support the wise use of scarce tax payer dollars.

7. How would you address Utah's housing shortage and housing affordability in Millcreek?

We have made progress with the concentration of developments around the city center. And we have done it in the right way. I visited my sister in what Houstonians (affectionately?) called 'condo land' when she was studying there for her master's degree, and saw the kind of suburban sprawl that leads to the ugliest of traffic congestion. We need to partner with Salt Lake City, UTA, SL Co. and other municipalities to develop an intelligent public transit system to connect effectively with existing infrastructure so we do not unnecessarily degrade quality of life for our current citizens while still making room for our newest residents as we grow our tax and constituent base to continue to support and grow our local and franchise businesses, balancing this with keeping Millcreek, Millcreek. This question is interwoven with question eight on homelessness.

8. How would you address homelessness in the city?

This is a complex and sensitive issue. Millcreek faces homelessness challenges disproportionately across districts, so I would listen first to Council member Catten, and others to better understand current struggles and plans. We can build on existing models like Millcreek Promise, expand small-scale emergency funds for things like emergency car repair, eviction prevention and utility shutoff issues. These could be funded by a combination of philanthropy, churches, grants such as from the Utah Housing network, and even city budget reallocations. We can connect struggling members of our community to existing programs with UCAP, and other nonprofits. The Smith Library pilot shows that bridge housing with case management works; we could pursue similar small (20-40 bed facilities) in partnership with The Road Home and the SL Co. Continuum of Care. Smaller, community-based housing can succeed where larger-scale models cannot. Cities like Houston and Austin offer promising models. Ultimately, this requires countywide coordination and collaboration. Like former Mayor Seghini in Midvale, I would continue exploring seasonal housing options, because addressing homelessness compassionately and practically is both necessary and right.

9. What are your priorities for public transportation and infrastructure development?

Public transportation is a bit of a passion project for me. So much so that when UTA Exec. Director Jay Fox contacted SLCC's President, he tapped me to appear on an episode of the UTA podcast, Transit Unplugged. I love the current trajectory the Silverstini administration and Council have taken to date, and would seek to extend the solid work currently taking place to focus on pedestrian and cyclist safety while improving main thoroughfare roads. The exploratory work to develop 3900 South as an Active Transportation corridor is another exciting opportunity for Millcreek to improve the lives of our residents and one that I fully support.

A comprehensive infrastructure plan has to align with future projections for population growth, economic goals, resiliency and be environmentally sustainable. We have to maintain an up-to-date inventory of all public assets like roads, utilities, facilities and their life cycles to guide maintenance and replacement priorities.

Although what we have is currently working well, additional work can be done to strengthen traffic management through smart traffic systems, signal synchronization, and real-time data to improve flow and safety.

10. How would you approach policing and public safety in the city?

Community based policing is the most effective form of public safety broadly. If individuals across all four of our districts have an 'officer friendly' first thought in their heads when they view one of our own in uniform, we can remain ahead of and above the fray for some time. National stories can, and do, change that trajectory in an instant, and we will need to remain ready to pivot to face greater challenges should the need arise, but it is essential that policing and public safety remain inextricably linked to the notion that the people protecting this community stem from this community, are part of this community, and care deeply for the wellbeing of all citizens in our community, regardless of how long their tenure here with us has been. Helping ensure that many of our officers come from the communities they serve is obviously challenged by the cost savings realized through contracting with Unified Police. We could do more to recruit prospective officers across our districts to go through POST, but that will take time. We are fortunate to have a lower crime rate than many of our sister cities across the valley, and helping residents continue to realize economic mobility through education and job opportunity needs to be a long term solution as well.

I think about, consult with, and plan with public safety on a regular basis. In coordination with UHP (who SLCC contracts with), and other jurisdictions, I've dealt with multiple crises, minor and major from a health scare outbreak stemming from unvaccinated, contagious individuals at a South City campus event, a protest erupting from a Congressional Rep visiting our Herriman campus, a fire engulfing a building at Taylorsville Redwood a day after the earthquake at the start of COVID-19, and all the protocols we had to establish and modify day by day.

11. What would your approach be in handling a major city-wide crisis?

I would exemplify Mayor Silvestrini's example. I would shovel alongside him as mayor, just as I shoveled alongside him in filling sandbags in 2023 at the sandbag filling station south of 39th South and Wasatch Blvd. in 2023 when the potential of serious flooding hit our city. I would help direct traffic, as he did in 2021 when the Cottonwood on Richmond fire struck our city, until public safety was able to take over. I believe I have an excellent head for managing city wide crises. I am currently part of a leadership structure that reacts on a moments notice when crises hit any one of Salt Lake Community College's eight physical campus locations with properties spread across multiple municipalities and jurisdictions in Salt Lake County. If selected, I look forward to comparing the model SLCC currently employs with that of the City of Millcreek to look for opportunities to share best practices and improve both entities' plans.

12. How would you ensure that all communities, especially marginalized groups, have a voice in city government?

This is another tricky one. I know Jeff offered 15 minute appointments on Friday afternoons as one option for citizen interaction. I think I might favor a mayor booth at the venture out nights maybe as a more inclusive opportunity? Me coming to the various community gathering spots in each of your districts—our city parks during the warmer months, and community centers and libraries during the colder ones could be an option. I would be very open to ideas of how to lower the concept of 'meeting the mayor' as an intimidating title to be more of a "We are here as a community to help each other. I work here. How can I help?" kind of attitude. We have several 'Pizza with the Dean' events at SLCC...something like this might work at existing public events that council members already have in their districts. I don't want to create more work for the council members - I want to leverage the great work y'all are already engaged in and support it. In a side-kick mode only. I do not want to outshine a council member by appearing at an event where you are the star. You should always get top billing. I would even attend an event you have, and just sit in the back to listen (I might be able to get away with this early on, before folks start to recognize me as the mayor.) Have we considered hosting a city council meeting off-site in the various districts? Social media could play a stronger role in helping younger residents connect with who we are and what we do.

13. What steps will you take to increase transparency and public trust in city leadership?

The city does a great job at providing clear, transparent information to our residents already. From live streaming council meetings for those unable to get there in person, to providing great detail on improvement projects completed, in progress, or slated to begin soon, we offer clear and open information to our residents. There is always room for improvement.

Do we truly value improving air and water quality? Let's develop dashboards tracking that progress. One for the city government, one for our collective city-wide footprint as residents, maybe one for our Millcreek based businesses. Trust in Millcreek is built one interaction at a time, whether that be in our individual interactions with our residents, our residents' experiences on our website, the speed with which a constituent reaching out to one of us gets a friendly response in a reasonable period of time...I will lead by example by having clear response times to anyone contacting me on a regular basis, (and offering an out of office response if I am unavailable...do we currently transfer an acting-Mayor or acting-for system if one of the Council is on vacation and unavailable for several days? Hopefully yes. If no? We should. Let's discuss.) I am a firm believer that what gets measured gets done. Let's tell our residents what we are doing, and then show them in an easily navigable website, how we are working to achieve it.

14. How will you handle disagreements or pushback from community groups or city council?

Much of my career has involved helping resolve conflict between folks that do not think that an organization I am involved with is either doing enough, is doing too much, or is not tackling the issue in the 'correct' manner. When a community member or group has a legitimate concern (they typically do, and care deeply about it), my approach is to listen to these concerns without judgment or comment, although some fact-checking is sometimes needed to correct and egregiously false narrative. Typically, once parties feel listened to, and have perhaps calmed down if the situation was tense, I will attempt to lay out the current efforts, share knowledge and understanding, and ensure that I both understand their concerns, and lay out other, competing interests which may contradict to some extent, their views. Resolving, or at least defusing, disagreements is an essential part of our work.

With respect to the Council, I appreciate and value so highly the work each of our council members have contributed in their roles, and would be inclined to defer and push decision making to them as much as possible. Ideally, every issue would have been discussed in advance of it showing up on a Council agenda. Regardless, once a decision has been made by the Council, I would expect we all demonstrate support for the decision and protect each others' reputations.

15. How would you work with state and federal governments to secure funding and support for city projects?

Rarely has this question been so personally taxing in my professional life. While the process for applying for and receiving state funding has largely continued apace, the interruptions, halts, and reversals at the federal level have been breathtaking. That said, federal funding is continuing to function, and new granting opportunities are beginning to be released at a more 'normal', historically speaking, pace. I have successfully been involved in or the PI on several grants throughout my life, beginning with a \$3,000 award I wrote from the 7-11 Foundation as a college student at the U to support building a small, bi-lingual library at Edison Elementary. Over the last several years at Salt Lake Community College I have supported our successfully receiving several federal grants including CCAMPIS (Child Care Access Means Parents in Schools), TRIO, and in fact we just got notice on September 30 we've received a new TRIO Veterans program award. In addition to some of the solutions I've mentioned responding to other questions, the coming 2024 Winter Olympics may also help Millcreek unlock some development funding that could help Millcreek realize a larger share of the growing tourism dollars that come into our state.

16. Describe your leadership style. How do you manage diverse teams and interests?

I believe we are at our best when we are working towards common goals in support of a shared vision. That we can do more together than as individuals. I work to cultivate my leadership through my daily actions and interactions by acting with integrity, and clearly explaining my intent. As Mayor I would work to enhance the trust our residents and communities have in us as their city government by delivering results on the promises we make to them to keep them safe and well, protect during times of emergency and crisis, cultivate community engagement opportunities, and otherwise fade into the background as we quietly ensure reliable snow removal, strong road and infrastructure enhancements that are as minimally disruptive as possible to continually strengthen the quality of life that Millcreek has to offer.

Because we have significant differences across and within our districts, we have to lead by clearly signifying how we are prioritizing our resources, and actively listen to feedback about ways we can modify this resource allocation over time to meet, and to anticipate shifting needs and priorities of the community. I lead in a manner that helps us chart a course from here to a better future for all who call Millcreek home.