

Regular Town Council Workshop

January 21, 2025

1:30 PM

Town Council Chambers

Chair: Arne Jorgensen

NOTICE: THE VIDEO AND AUDIO FOR THIS MEETING ARE STREAMED TO THE PUBLIC VIA THE INTERNET AND MOBILE DEVICES WITH VIEWS THAT ENCOMPASS ALL AREAS, PARTICIPANTS AND AUDIENCE MEMBERS. PLEASE SILENCE ALL ELECTRONIC DEVICES DURING THE MEETING.

I. ZOOM LINK FOR PUBLIC PARTICIPATION

The Town reserves the right to close Public Comment via Zoom at any time. In-person comment will continue to be taken and written comments can always be submitted to Town Council by emailing electedofficials@jacksonwy.gov.

To join, click link or copy it to your browser: <https://us02web.zoom.us/j/89577178912?pwd=JFJ6OQJwZaBi5agH15iWC8tI6lpeoj.1>

Or join at zoom.com with Webinar ID: **895 7717 8912** and Password: **83001** or by phone: **+1 346 248 7799**

II. CALL TO ORDER AND ROLL CALL

III. WORKSHOP ITEMS

- A. Councilmember Selection Process: Applicants to Interview Selection and Interview Question Identification (Tyler Sinclair)

IV. MATTERS FROM MAYOR AND COUNCIL

V. UPCOMING AGENDA UPDATE

- A. Council Priorities and Upcoming Agendas

VI. EXECUTIVE SESSION

Recess or Adjourn to executive session pursuant to Wyoming Statute §16-4-405(a)(ii) and Wyoming Statute 16-4-405(a)(vii).

VII. ADJOURN

Please note that at any point during the meeting, the Mayor may change the order of items listed on this agenda. In order to ensure that you are present at the time your item of interest is discussed, please join the meeting at the beginning to hear any changes to the schedule or agenda.

STAFF REPORT



Meeting Date:	January 21, 2025	Meeting Title:	Town Council Workshop
Submitting Department:	Administration	Presenter:	Tyler Sinclair
Agenda Item:	Councilmember Selection Process: Applicants to Interview Selection & Interview Question Identification	Public Comment:	No

Purpose & Policy Considerations.

At its Regular Meeting on January 6, Town Council adopted a resolution declaring a vacancy on the Town Council and established a process for filling it. This is the next step in that process.

Requested Action.

Staff requests that Council consider and vote on up to five applicants to interview and set interview questions to create a uniform interview process.

Recommendation.

Staff recommends that if there are more than five applicants, Council participate in rounds of anonymous written voting at this meeting to work toward a narrowed list of applicants to interview. Staff also recommends that Council propose and agree upon a set series of questions to maintain a consistent interview process for all applicants.

Background.

On January 6, 2025, the Town Council declared a vacant seat on the Council after Councilmember Arne Jorgensen was sworn in as Mayor and took the oath of office. That evening, the new Town Council voted on and approved an application, selection, and appointment process for the vacant Town Council seat. Staff has released related press releases and placed advertisements in local publications to build awareness about the vacant seat and encourage community members to apply. Council set the following timeline and selection process to fill the seat.

 Procedure and Timeline for Selection of Town Councilmember		
Date	Time	Action
Monday, January 6, 2025	6:00PM	Declaration of vacancy and presentation of proposed selection process.
Tuesday, January 7, 2025		Press release issued with instructions/deadline to apply for Town Council seat. Vacancy notice posted on Town website and sent to appointed boards.
Thursday, January 16, 2025	4:00PM	Deadline for applications to be submitted to the Town Clerk
January 16-17, 2025		Town Clerk reviews applications as they are submitted to determine eligibility.
January 16-17, 2025		Eligible applications scanned and distributed to Town Council.
Tuesday, January 21, 2025	1:30PM - 5:00PM	Regular Town Council Meeting to select 5 finalists and determine interview questions
Tuesday, January 21, 2025		Selected 5 finalists notified of Special Meeting day and time for interviews
Thursday, January 23, 2025	9:00AM - 5:00PM	Special Town Council Meeting to interview 5 finalists and select councilmember
Friday, January 24, 2025	9:00AM -	Special Town Council Meeting to interview 5 finalists and select councilmember
Tuesday, February 4, 2025		Potential additional day for Council deliberation, if needed
Monday, February 3, 2025		Potential Oath of Office administered for new Councilmember

The application and related materials were posted on the Town's website on Tuesday, January 7. Community members with perspective about this process and/or applicants can share comments and give input to Town Council by emailing: council@jacksonwy.gov. Public comment will not be taken at any of the applicant selection meetings. Interviews will be open to the public.

Analysis & Key Policy Questions

Applicant Selection Process

It is important to fill this vacancy because a complete Town Council is necessary to move forward with conducting the Town's business. It is also important to have a full Council before Town Council's retreat on February 12 and 13 when Council will engage in training and set priorities for the next two years.

Currently, Town ordinances state that Council shall interview not more than five applicants during the selection process. There are more than five applicants, so staff recommends that Council participate in facilitated rounds of anonymous written voting at this meeting to whittle down the list of applicants to then select up to 5 applicants to interview. This selection process will help Council work toward mutual agreement by conducting rounds of voting to agree upon a narrowed down list of applicants to interview. For each round, once staff has responses from all Councilmembers, we will collate them to determine applicants with the most votes. Applicants selected with frequency will be compiled in a new list for redistribution and Council may undertake a second selection round, if desired. After each round, responses will be aggregated anonymously and shared with Council. If desired, members of Council may adjust their choices in subsequent rounds, based on previous group responses. Through as many rounds as needed, this process will create a narrowed down list of applicants to assist Council in selecting five or fewer applicants to interview.

The Town received a total of seventeen applications, staff recommends that based upon their review of applications Councilmembers each arrive at the Tuesday Workshop with a list of seven applicants to start the selection process. Staff notes that two additional applications were received after the 4:00pm deadline, which have not been included. Staff has attached redacted applications to this report. Applications are public records and have been redacted consistent with the Wyoming Public Records Act. Once Council has narrowed down the list of applicants they should deliberate, either in public and/or in Executive Session, and make a motion as to which applicants they will interview.

Key Questions #1: Which five, or fewer, applicants does Council choose to interview?

Interview Questions

Council elected to have individual councilmembers propose potential interview questions and/or topics for Council to consider at this meeting. The draft list of interview questions and topics Council is interested in considering is attached to this staff report. In this meeting, Council should review these questions and topics, make any amendments/additions, and approve a final list of standardized questions prior to interviewing applicants. These questions will be utilized as a general framework for interviews. Councilmembers can add related follow-up questions, as deemed necessary.

Key Questions #2: Does Council have additional questions to add to the draft list or, alternatively, questions it would like to modify or remove from the draft list?

Next Steps

Meetings on January 23 and, possibly, January 24 will be utilized for interviewing applicants and making an appointment. Each interview will be scheduled for one hour. Staff notes that deliberations on the appointment may be conducted in an Executive Session pursuant to Wyo. Stat. §16-4-405 et seq. The final appointment will be made by Council in public session with a simple majority vote for one applicant.

Possible Alternatives.

Town Council may choose to adjust the process as deemed appropriate.

Comprehensive Plan & Priority Alignment.

Filling the vacant Council seat is important to successfully realize the vision of the Comprehensive Plan.

Fiscal Impact.

The fiscal impact of filling this vacancy will be the salary and benefits of this Town Councilmember. This Town Councilmember, being sworn into office after January 1, 2025, will have an annual salary of \$41,000 plus benefits.

Staff Impact.

The staff impact to date of this issue has been 55 hours including informing the community with ads, press releases, and posts and general preparation for the selection and appointment process. Staff time spent certifying, redacting, and processing applications and at special Town Council meetings is estimated at 75 hours.

Attachments or Links.

Draft Interview Questions
Applications - Redacted

Suggested Motions.

Motion #1: I move to interview the following applicants starting on January 23, 2025 for the vacant Town Council seat:

- 1.
- 2.
- 3.
- 4.
- 5.

Motion #2: I move to set the interview questions for the current vacant seat as proposed.

Town Council's Proposed Interview Questions

1. How would you build trust with communities in Jackson that may feel disconnected with local government?
2. What unique skills or perspectives do you bring to the table and how do you see yourself complimenting, or balancing the current council? In other words - what gap do you see and how would you fill it?
3. If you haven't ever run for office, why not? Why choose to put your name in for the appointment instead of run a campaign?
4. Stewardship is frequently used when discussing community goals, please share your thoughts on stewardship relative to our landscape as well as community. Specific examples of where we are succeeding and where we are challenged would be helpful.
5. There have been many discussions about the challenges we face with the Town of Jackson budget. Please share your thoughts on the Town's budget in the context of process, revenues and expenses.
6. In relationship to community housing, what are your thoughts on opposition to creating deed restricted housing within existing neighborhoods, and opposition to deed restricted housing due to impacts on our environment, traffic, schools, or similar factors? Do you have any thoughts on the benefits of housing community members locally?
7. If appointed, what decisions or issues would you like to see the Council address?
8. What are the main skills or experience that you would bring to the Council?
9. Can you share a time that you have had a difficult conversation with a colleague in a professional context and how you approached the conversation?

10. The Town of Jackson is asked to provide a variety of services, whether directly (e.g., through police, public works, planning, and other town departments) or indirectly (e.g. through our funding of human services agencies). The costs of these services has been rising faster than town revenues, putting strains on the town's budget. How should we prioritize our expenditures?
11. Can we build our way out of our affordable housing problem? If not, how should we go about building affordable housing units and prioritizing who lives in them?
12. Is there a limit on how many people can live in Jackson Hole? Regardless of your answer, how should we think about the consequences further population growth?
13. As you look out over the next 5-10 years, what kinds of changes, if any, do you see occurring to Jackson Hole? What role, if any, should the town government play in affecting those changes and their consequences?



Application for Town Council

Instructions: Please fill out this application and provide a cover letter and resume including two references with their contact information. If you would rather fill out a Word Doc, request it from the Clerk, listed below. Submit complete applications as email attachments to Town Clerk Riley Hovorka: clerk@jacksonwy.gov or bring a printed copy to Town Hall at 150 East Pearl by 4:00pm on Thursday, January 16. Direct questions to Town Manager Tyler Sinclair: tsinclair@jacksonwy.gov or 307-734-3480.

Application Questions

1. Full Name: Scott Anderson
2. Residence Address: [REDACTED]
3. Mailing Address: [REDACTED]
4. Phone Number: [REDACTED]
5. Email Address: [REDACTED]
6. I am over 18 years of age: Y ☒ N
7. Resident of the State of Wyoming Since (month/year): 05/1990
8. I affirm I am a registered voter in the Town of Jackson: Y ☒ N
9. I affirm that I am not currently adjudicated mentally incompetent: Y ☒ N
10. I affirm that I have not been convicted of a felony, or if I have been convicted that my civil or voting rights have been restored: Y ☒ N
11. I understand that Council's current regular meetings are at 1:30pm and 6:00pm on the first and third Mondays of the month. Y ☒ N
12. I understand that special Town Council meetings, in addition to regular Town Council meetings, may be called by the Mayor or a majority of Council, as needed. Y ☒ N
13. I can attend Council's Retreat on February 12 and 13 of 2025. Y ☒ N

14. I understand that if selected, I will be appointed to fill the remainder (approximately 2 years) of a 4-year term that expires January 2027. Y ✓ N

Short-Answer: Please answer the following questions in a separate document in 500 words or less. Each question can be up to 500 words

15. Please describe any experience as a member of a board or decision-making body.

16. What do you see as the major challenges and opportunities facing the Town?

17. Given your understanding of Jackson's town government, what issues would you like to see the Town focus on?

18. What do you see as your role working in a team environment? How do you handle disagreement/conflict with colleagues about an issue or decision?

19. What do you see as the role of local government?

20. Thinking about Jackson's future, what excites you? What worries you? What role, if any, might local government play in crafting that future?

21. Please describe any conflicts of interest you may have or projects/issues on which you may need to recuse yourself.

22. Who do you feel is underrepresented in community conversations and how would you work to bring their voices to the table?

23. What unique perspective or life experience do you bring that could diversify the Council approach to decision-making?

- 24. The appointment process is done without input from voters. If you have not previously run for Town Council, why haven't you? Why should the Council appoint you when you have not been vetted by the voters? Alternatively, if you have previously run and lost, why do you feel the Council should do something voters chose not to do?**
- 25. The Council makes a lot of “shades of gray” decisions; i.e., decisions where both sides make a compelling case. Please share an example of a difficult decision you’ve faced (whether professional or personal), and how you went about deciding it.**

15. Please describe any experience as a member of a board or decision-making body.

Jackson Town Council 1993-2000, 2002-2006.

Member, Capital Facilities Tax Task Force

Board Member, Jackson Hole Visitors Council,

Board Member, Community Housing Trust

Board Member, Keep Yellowstone Nuclear Free

Board Member, Jackson Hole Historical Society,

Board Member, Jackson Hole Chamber of Commerce
(Chairman in 2012)

Board Member, United States Chamber of Commerce
2013 – 2018 (Chairman of USCOC Telecom

Committee, Member, USCOC Small Business

Committee, Member, USCOC Committee on

International Policy, Member, USCOC Committee on
Taxation

Board Member, Wyoming Association of Broadcasters
(Two-time President) 1994-Present

Director, Lower Valley Energy 2017 - 2023

Board Member, Wyoming Rural Electric Association
2021 - 2023

Board Member, Chairperson, Energy Conservation
Works, 2018 -2020

Board Member, South Park Service Center ISD and
POA. 2020

16. What do you see as the major challenges and opportunities facing the Town of Jackson? Housing, Transportation, Environmental Stewardship

17. Given your understanding of Jackson's town government, what issues would you like to see the town focus on? *Budgeting, Town Land Development Regulations.*

After much discussion about the Town's budget during election season, I feel the council should endeavor to have a transparent discussion about the budget.

If we are going to seek new sources of revenue, I feel like the we need to discuss it in a way that residents can easily have access to. In the simplest terms, the town needs to explain how it manages its budget.

We want voters to understand why we might need more revenue and what is at stake if we can't get it.

On Town regulations, we need to continue to make progress on simplification of rules especially for smaller residential and commercial development and to address some fundamental issues with the Comprehensive Plan. We all saw the strong public interest in building size, density, and growth during the past year and I think residents expect us to improve the rules to address it.

18. What do you see as your role working in a team environment? How do you handle disagreement/conflict with colleagues about an issue or decision? *I view the role as one of listening to and respecting the differing points of view and then voting on the issues at hand. I know that often your opinion may not prevail, but as a council, we accept that and move to the next item.*

19. What do you see as the role of local government? *To provide for the Health, Safety, and Welfare of its residents in an efficient manner.*

20. Thinking about Jackson's future, what excites you? What worries you? What role, if any, might local government play in crafting that future? *I am excited that we will be able to address housing and transportation issues and partner with other officials to accomplish that. I am worried about traffic and transportation.*

21. Please describe any conflicts of interest you may have or projects/issues on which you may need to recuse yourself. *I do not have any conflicts at this time but would look to the Town Attorney for advice should a conflict or appearance of conflict arise.*

22. Who do you feel is underrepresented in community conversations and how would you work to bring their voices to the table? *All groups must be made to feel that they are welcome to engage with the council whether it is low-income individuals, ethnic minorities, people with disabilities, young people, and non-English speakers. I would encourage a monthly presentation from the Town's Equity Board that would inform the council of issues that need to be discussed as well as regular outreach to our Hispanic residents.*

23. What unique perspective or life experience do you bring that could diversify the Council approach to decision-making? *I would say my unique perspective comes from my previous years serving on the council and my other governance roles where I had to interact with a large variety of personalities and deal with complex conflicts.*

24. The appointment process is done without input from voters. If you have not previously run for Town Council, why haven't you? Why should the Council appoint you when you have not been vetted by the voters? Alternatively, if you have previously run and lost, why do you feel the Council should do something voters chose not to do?

I have run for elected office in Teton County numerous times and have won more elections than not. In the last election I came in third place about 2% behind the second-place candidate. I feel that the council should select me because of my experience and my comprehension of the council and the issues.

25. The Council makes a lot of "shades of gray" decisions, i.e., decisions where both sides make a compelling case. Please share an example of a difficult decision you've faced (whether professional or personal), and how you went about deciding it.

As an elected official in a small community, there are often decisions that you will be faced with that involve people that you know, sometimes friends. I recall a particular issue that faced the Council about a daycare facility in a residential neighborhood. There were neighbors who were opposed, and the applicants who supported it. Ultimately, I voted for a compromise solution allowing the facility but with fewer children. Both sides were very disappointed and expressed great displeasure with me. But I tried to be transparent, straightforward, and respectful in my deliberations, I listened to input from both sides and made a decision that I felt was a good solution.

January 14, 2005

Dear Mayor Jorgensen and Town Council Members

Please accept my application to fill the two-year Jackson Town Council seat vacated in the last election.

As a 35-year resident of Jackson, I have been devoted to public service with governance roles at the local, state, and national levels. This included 12 years on the Jackson Town Council and 6 years at Lower Valley Energy among many other boards as detailed in my application. (A little-known public service role I played was appearing in roughly 400 performances of the Shootout on the Town Square.)

In my role as owner of Jackson Hole Radio, LLC (KMTN, KJAX, KZJH, and La Nueva-Jackson's first Hispanic radio station), I have stayed abreast of issues facing the Town. I delved in deeper when I launched a campaign for the Town Council in the spring of 2023.

I believe that my background is uniquely suited to fill this role. Thank you for considering my application.

Please contact Robert McLaurin, Former Jackson
Town Manager at [REDACTED] or Sara Flitner,
Former Mayor of the Town of Jackson at [REDACTED]
[REDACTED] for references.

Sincerely,
Scott Anderson

[REDACTED]

Resume attached.

Professional Resume
Scott Anderson P.O. Box [REDACTED], Jackson, WY 83001

Current:

Owner Jackson Hole Radio, LLC
Operate KMTN, KJAX, KZJH, KSGT, Jackson Wyoming
KEZQ, West Yellowstone, Montana.

Owner Static Peak LLC Radio Consultancy
Advise clients on all aspects of radio broadcasting.
Operate Communications Sites.

2005 – 2017, GM Great Western Lodging, Inc.
Oversee bars/restaurants/motels in all aspects of business.

1990-2013

General Manager / Sales Manager Chaparral Broadcasting Inc.
Managed all aspects of commercial broadcasting company including, sales, programming, Federal compliance, engineering, traffic, and HR.
KMTN, KSGT, KZJH, KJAX, Jackson WY
KECH, KYZK, KSKI, Hailey, ID
KOUW, Idaho Falls, ID
KLZY, Makawao, HI
KLDI, KRQU, Laramie, WY
KWYS, West Yellowstone, MT
KPOW, Powell, WY
KBXI, Billings, MT
KMER, Kemmerer, WY
Certified Radio Sales Manager

1990-2013

Site Manager, Snow King Electronics Site
Managed 4 Towers with multiple co-located FM, Translator, and TV.
Have overseen tower construction and created systems for safety compliance, maintenance, installations and access.
I have dealt with supervision of dozens of sites in Montana, Idaho, Wyoming, US Virgin Islands, and Hawaii

2005-2006

Publisher/Editor Jackson Hole Journal
Produced a weekly community news-based publication.

1984-1990 General Manager Sandy Isle Broadcasting, St Thomas, USVI

Managed all aspects of commercial broadcasting company including, sales, programming, studio engineering, traffic, and promotions.

Please contact Robert McLaurin, Former Jackson Town Manager at [REDACTED]
or Sara Flitner, Former Mayor of the Town of Jackson at [REDACTED] for
references.



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Application Questions

1. Full Name: Andrea Coffee
2. Residence Address: [REDACTED]
3. Mailing Address: [REDACTED]
4. Phone Number: [REDACTED]
5. Email Address: [REDACTED]
6. I am over 18 years of age: Y ☒ N
7. Resident of the State of Wyoming Since (month/year): July 2020
8. I affirm I am a registered voter in the Town of Jackson: Y ☒ N
9. I affirm that I am not currently adjudicated mentally incompetent: Y ☒ N
10. I affirm that I have not been convicted of a felony, or if I have been convicted that my civil or voting rights have been restored: Y ☒ N
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13. I can attend Council's Retreat on February 12 and 13 of 2025. Y ☒ N

14. I understand that if selected, I will be appointed to fill the remainder (approximately 2 years) of a 4-year term that expires January 2027. Y ✓ N

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- 25. The Council makes a lot of “shades of gray” decisions; i.e., decisions where both sides make a compelling case. Please share an example of a difficult decision you’ve faced (whether professional or personal), and how you went about deciding it.**

January 15, 2025

Andrea Coffee – Short-answer question responses:

15. I am currently a volunteer Board member on the Teton County Building Appeals Board. I have been appointed to this position since December 2020.

I am also currently the Board secretary for the Board of Directors of Southern Trust Mortgage, my employer. I am the Chief Legal Officer and accustomed to making decisions in conjunction with the rest of the C-suite that affect hundreds of employees.

16. I feel that one of the Town's biggest challenges (outside of housing, which is an obvious known problem) is scaling our infrastructure to keep up with development and tourism. Hwy 22 and Hwy 89 north of town going towards the parks are extremely congested with traffic, in part because they are only two-lane roads. We have an opportunity to expand public transportation to help deal with congestion, which also negatively affects resident and visitor experiences as well as having a very detrimental effect on the environment. For example, there should be START bus routes going to and from the airport that actually run at times that coincide with when planes arrive and depart, not on the current arbitrary once an hour schedule. I feel there is also an opportunity explore working with the National Park Service to establish a bus route that goes to/from popular points in Grand Teton National Park. Anything that can be done to keep cars off the roads and help with congestion would be a win for the people of the Town. Another opportunity I feel we have is to start charging visitors for street parking. This is an obvious and fairly simple way to create a revenue stream that can be used to help address the housing shortage for our essential workforce. We have millions of people coming through town every summer, if every one of them paid even \$1 to park, we would then have millions of dollars. I am aware it is not quite this simple, but the solution isn't too far off.

17. I think the Town should focus on zoning and land use regulations to ensure the development that is occurring is in line with what is legally permissible and balanced with concerns such as traffic, parking, and housing employees of the new development. It is also critical that we work with the County to ensure that the Town is not carrying an overly burdensome amount of revenue responsibility or oversight. We should also focus on the opportunity to incentivize residential homeowners within the Town limits to develop accessory dwelling units (ADUs) and multi-family homes as new construction occurs. Many similar mountain towns already have programs in place to incentivize private citizens to become landlords, rather than their homes sitting empty for most of the year. This is currently a lost opportunity here in Jackson, and one that should be explored.

18. My role in a team environment is to be a productive member of the team, contributing when appropriate, and always listening. I have been an attorney for 18 years, so I am no stranger to conflict or disagreement. It is important to always be respectful when discussing conflicting

opinions and to not take things too personally. At the end of the day, when making a group decision, the majority rules. I can easily move on if I ultimately disagree with a decision that's made.

19. Local government should be easily accessible by residents, allowing them to have a direct impact on decisions that affect their daily lives. The role of local government is to be responsible for providing essential public services to residents, while managing infrastructure, parks & recreation, and ensuring continued public safety through police and fire services and resources. The ultimate goal should be to maintain and improve the quality of life for the community.

20. I think Jackson has a very exciting future, and I am excited to be a part of the community. I think the new physical location for Central Wyoming College is going to be a critical part of the success of our local students and those who want to stay here and make this their permanent home without having to go away for college or training. I think development, generally speaking, can be good for the economy and community when old, often dilapidated buildings are replaced in the same or similar footprint with newer versions that are ADA compliant, environmentally friendly, and aesthetically pleasing. I am worried about people being priced out of the community and having dangerous or arduous commutes, or leaving altogether. I worry about our critical infrastructure not having staff, and I have enormous worry for the environmental impact of tourism to the valley. I feel that local government can play a critical role in planning for the future here in Jackson. As I've previously mentioned, there are opportunities for revenue growth, the burden of which would be born by visitors, as well as opportunities to improve traffic congestion and offer innovative paths for affordable housing.

21. It is likely that I would not be able to serve in my current position as board member for the Teton County Building Appeals Board. I would seek advice of the Town and County attorneys on this potential conflict of interest, and resign through the appropriate channels if appointed to the Town Council.

22. I feel that single people of all ages are underrepresented in community conversations. There is large focus on families, which is important, but there are many people in the community who do not have a traditional family or family support structure to rely on when things are difficult. I feel there are many senior citizens who would like to age in place here but have challenges due to the weather and lack of basic services like mail delivery. I would work to ensure we are not assuming everyone has a traditional family unit, children, or the option to have dual incomes in their household when deciding issues that affect everyone.

23. I grew up in poverty in eastern Kentucky, the heart of Appalachia, with neither of my parents having gone to college. I am the first person in my extended family to graduate from college, as well as the first person to have an advance degree. I have worked extremely hard to get to where

I am today as a resident of Jackson, and have worked many jobs and lived in many places along the way. I have experienced living in large cities like Boston and DC, and have seen first-hand how innovation can improve lives and how diversity can improve communities. I have a unique perspective of being able to relate to people from small towns as well as large urban areas, am very empathetic, and I know what it means to struggle. I have used my education and opportunities to give back to people who are less fortunate and hope to continue to do so by serving on the Council.

24. I have not previously ran for any elected office, mostly due to not having the time or funds to run a campaign. I only recently now have a work schedule that will allow me to participate fully on the Council and attend all meetings. I am a big believer in democracy and trust that the current elected Council members the voters chose can in turn make a decision on the appointment process that is representative of the values they ran on themselves.

25. Recently I had to make a decision at work regarding two equally qualified and deserving employees and which one of them to promote (and accordingly who would receive a large pay increase), and which affected over 20 other employees. Any decision that has the potential to negatively affect someone's trust or opinion of my leadership ability is difficult, because trust is paramount to me. I ultimately made the decision based on which person I thought was a better personality fit to manage the majority of the other employees in the department.

References:

Jim Waldrop
President & General Manager, Silver Dollar, Inc.

[REDACTED]
cell [REDACTED]

Elizabeth Ferguson
Homeowner Selection Committee – Teton Habitat for Humanity
Housing Solutions Grant Committee – Community Foundation JH
Project Manager, New West Building Co

[REDACTED]
Cell [REDACTED]

Town of Jackson
150 E Pearl Ave
Jackson, WY 83001

January 15, 2025

Re: Town Council Vacancy

Dear Sir/Madam:

It is my honor to submit to you my application for consideration for the vacant Council seat. I have been a member of the Jackson community since July, 2020, and have served on the Teton County Building Appeals Board for the past 4 years as a volunteer Board member. I enjoy volunteer work and would consider it a great privilege to serve the residents of Jackson as a Council member. I am an attorney by trade and have a long track record of making unbiased decisions based on fact. I am not supported by any special interest or political group, and am motivated solely by the desire to make Jackson an even greater place to live for all members of our community. If chosen, I will work hard to represent the wide variety of voices and backgrounds that make up our town, carefully considering the balance between development, resources, and the future of the town we all love so much.

Thank you for your time and consideration.

Sincerely,

Andrea Coffee

A N D R E A N . C O F F E E

Senior level corporate attorney with 17 years of law firm and in-house legal experience.

- Extensive experience advising clients and internal business partners on general corporate matters including regulatory compliance, residential and commercial real estate transactions, litigation management and dispute resolution, corporate governance, human resources, vendor management, commercial contract negotiations, data privacy, and operational risk management.
- Able to quickly form trusted relationships with business and department managers, project managers, sales staff, and executive leadership.
- Proven track record of supporting professional sales organizations and leading motivated teams to develop and launch products that drive substantial value and revenue.

EXPERIENCE

Southern Trust, LLC
Chief Legal Officer
Board Secretary

Virginia Beach, Virginia/Remote
 January 2020 – Present

Currently a member of the executive leadership team of a consumer finance company operating in 13 states. Managing the legal, compliance, quality control, and human resources departments and their respective departmental budgets, and reporting to the CEO, responsibilities and achievements include:

- **Corporate Transactions and Governance:**
 - Responsible for all Company commercial real estate including drafting and negotiating commercial leases;
 - Extensive contract negotiation and management (including vendor and SaaS contracts);
 - Author and oversight of all Company policies and procedures, including internal audit functions regarding same;
 - Maintain Board votes and resolutions and serve as Board secretary;
 - Maintain Company and branch business licenses;
 - Manage all Company intellectual property;
 - Ensure that high level secrecy and privacy for all legal data is maintained for the Company;
 - Drive ongoing evaluation of business risks and opportunities to streamline operational support and efficiencies for sales staff and Company profitability.
 - Directly responsible for initiatives that have generated over \$22 million in excess profit projections since hire.
- **Government Affairs:**
 - Sole point of contact for all federal and state regulatory examinations and investor audits and recertifications;
 - Advise Board on compliance for numerous regulatory concerns, including federal and state laws governing licensing requirements for new products and services offered by the Company and new advertising/marketing initiatives;
 - Coordinate with industry groups/associations regarding legislative and regulatory activity and lobbying opportunities;
 - Stay abreast of all industry laws and regulations and implement change management when necessary.
- **HR/Employment Law:**
 - Manage all employment law matters for the Company including FMLA, EEOC and ADA compliance, employee relations, payroll & tax, wage & hour, and benefits policies;
 - Lead Company diversity and inclusion initiatives including first line support for talent acquisition and development programs;
 - Draft and negotiate all employment agreements (including non-compete and non-solicitation agreements), executive compensation, and severance agreements;
 - Manage complex employee disputes;
 - Develop and manage annual budget for Company sponsored health insurance plan.

- **Litigation Management:**
 - Responsible for planning, organizing, directing, and leading company-wide legal and litigation management program and budget;
 - First line defense for all legal disputes;
 - Defend the Company in lawsuits and prosecute lawsuits as necessary to ensure maximum protection of its legal rights;
 - When necessary, hire and manage outside counsel and oversee strategy, and ensure appropriate allocation of Company resources while monitoring expenses.
- **Regulatory Compliance:**
 - Responsible for creating and maintaining Company's Compliance Management System (CMS). Significant experience with laws and regulations that apply to consumer and construction lending and other financial products (BSA/AML, FCRA, TILA, ECOA, UDAAP, RESPA, TRID, HMDA, GLBA, TCPA, CAN-SPAM among others as well as federal and state fair lending, privacy and cybersecurity laws);
 - Review and monitor Company marketing and advertising initiatives for federal and state advertising compliance;
 - Monitor and test internal compliance functions;
 - Accomplishments include improvement in all audit scores across all regulatory/investor channels and termination of a pre-hire consent order.
- **Capital Markets:**
 - Negotiate portfolio sales in the secondary market, develop funding sources and structures for new markets and/or to improve Company margins and existing structures, and managing and executing other capital markets functions, including drafting, negotiating, and advising on loan purchase agreements, NDAs, repurchase agreements, indemnifications, and other related business lending agreements.

Offit Kurman, P.A.
Senior Counsel

Washington, D.C.
 June 2015 – January 2020

- **Management:** Provided supervision and guidance to an 8-member team of attorneys and consultants who worked full time as chief compliance officers at client locations throughout the US; developed and maintained annual budget for Company.
- **Business Development:** Consulted with client executive leadership regarding corporate initiatives, product development, and regulatory concerns to assess legal and compliance issues to develop products, solutions, and corrective action plans to minimize risk and litigation exposure.
- **Regulatory Compliance:** Researched and analyzed federal and state consumer financial statutes and regulations to advise clients on residential and commercial mortgage lending and servicing issues, including compliance with TILA, RESPA, TRID, ECOA, BSA/AML, FCRA, HMDA, GLBA, the Fair Housing Act, and GSE, CFPB, FDIC, HUD, VA and USDA guidelines; Significant experience in conducting compliance risk assessments for client compliance management systems, federal and state advertising and disclosure compliance, vendor management due diligence best practices, NMLS licensing, secondary market repurchase rebuttals and indemnification negotiation, creating training and webinar content, and internal audits. Significant experience with construction loans.
- **Employment Law:** Advised senior client leadership on compliance with executive and loan originator compensation; counseled clients on employment law compliance matters including FMLA, EEOC and ADA claims and risk mitigation.
- **Transactional – Policy:** Drafted federal and state regulatory policies and procedures for client compliance management systems; Reviewed proposed regulatory changes to assess impact on client compliance operations and potential litigation concerns; Assisted with federal and state supervisory examinations, including reviewing and responding to examination findings and ongoing corrective actions.

Marinosci Law Group, P.C.
Managing Attorney

Boston, Massachusetts
January 2011 – July 2015

- **Litigation Management:** Supervised and directed case distribution to the firm's outside local counsel to ensure coordination of client policies and procedures to produce favorable litigation outcomes; Identified and addressed both internal firm issues and external client problems to facilitate swift resolution of any potential liability or litigation exposure; Managed litigation budgets for all firm matters.
- **Transactional – Real Estate:** Reviewed residential and commercial real estate transactions including title documents, loan documents, foreclosure documents, and purchase and sale agreements to ensure compliance with applicable state and federal law; Drafted legal memoranda to advise clients on new and proposed lending and servicing laws and regulations, including the implementation of Dodd-Frank, in a clear and concise manner easily understood by laypersons; Drafted and negotiated a wide variety of complex real estate finance documents, including conveyancing documents, loan workouts and forbearance agreements, UCC filings, and leases.
- **Regulatory Compliance:** Analyzed federal and state consumer financial regulations and pending legislation to advise clients on compliance related residential and commercial mortgage lending, asset securitization, servicing and foreclosure matters, including FDCPA, TILA, SCRA, RESPA, CRA, HMDA, BSA/AML, and UDAAP, and GSE, CFPB, and HUD guidelines.
- **Management:** Developed and implemented policies, procedures and training manuals for employee training and maintenance of firm documents in a manner to ensure the firm met regulatory and client oversight requirements for data collection and cybersecurity compliance; Planned and implemented improvement projects for firm operations to identify cost saving measures to maximize profitability and minimize client expenses.

Shechtman, Halperin & Savage LLP
Attorney

Providence, Rhode Island
March 2009 – January 2011

Harmon Law Offices, P.C.
Attorney

Newton, Massachusetts
October 2007 – March 2009

EDUCATION

Ohio Northern University College of Law	J.D.
Marshall University	B.A.
Stanford Graduate School of Business	Certificate – Diversity & Inclusion for Organizational Excellence

BAR ADMISSIONS

Admitted to practice law in Massachusetts, New Hampshire, North Carolina; and corporate counsel licensure in Virginia. Eligible for reciprocal admission in most jurisdictions.

COMMUNITY SERVICE

Teton County Building Appeals Board
Board Member

Jackson Hole, WY
December 2020 – Present



Application for Town Council

Instructions: Please fill out this application and provide a cover letter and resume including two references with their contact information. If you would rather fill out a Word Doc, request it from the Clerk, listed below. Submit complete applications as email attachments to Town Clerk Riley Hovorka: clerk@jacksonwy.gov or bring a printed copy to Town Hall at 150 East Pearl by 4:00pm on Thursday, January 16. Direct questions to Town Manager Tyler Sinclair: tsinclair@jacksonwy.gov or 307-734-3480.

Application Questions

1. Full Name: Josh Frappart
2. Residence Address: [REDACTED] Jackson, Wyoming 83001
3. Mailing Address: PO Box [REDACTED] Jackson, Wyoming 83001
4. Phone Number: [REDACTED]
5. Email Address: [REDACTED]
6. I am over 18 years of age: Y ☒ N
7. Resident of the State of Wyoming Since (month/year): March/1981
8. I affirm I am a registered voter in the Town of Jackson: Y ☒ N
9. I affirm that I am not currently adjudicated mentally incompetent: Y ☒ N
10. I affirm that I have not been convicted of a felony, or if I have been convicted that my civil or voting rights have been restored: Y ☒ N
11. I understand that Council's current regular meetings are at 1:30pm and 6:00pm on the first and third Mondays of the month. Y ☒ N
12. I understand that special Town Council meetings, in addition to regular Town Council meetings, may be called by the Mayor or a majority of Council, as needed. Y ☒ N
13. I can attend Council's Retreat on February 12 and 13 of 2025. Y ☒ N

14. I understand that if selected, I will be appointed to fill the remainder (approximately 2 years) of a 4-year term that expires January 2027. Y ✓ N

Short-Answer: Please answer the following questions in a separate document in 500 words or less.

15. Please describe any experience as a member of a board or decision-making body.

16. What do you see as the major challenges and opportunities facing the Town?

17. Given your understanding of Jackson's town government, what issues would you like to see the Town focus on?

18. What do you see as your role working in a team environment? How do you handle disagreement/conflict with colleagues about an issue or decision?

19. What do you see as the role of local government?

20. Thinking about Jackson's future, what excites you? What worries you? What role, if any, might local government play in crafting that future?

21. Please describe any conflicts of interest you may have or projects/issues on which you may need to recuse yourself.

22. Who do you feel is underrepresented in community conversations and how would you work to bring their voices to the table?

23. What unique perspective or life experience do you bring that could diversify the Council approach to decision-making?

- 24. The appointment process is done without input from voters. If you have not previously run for Town Council, why haven't you? Why should the Council appoint you when you have not been vetted by the voters? Alternatively, if you have previously run and lost, why do you feel the Council should do something voters chose not to do?**
- 25. The Council makes a lot of “shades of gray” decisions; i.e., decisions where both sides make a compelling case. Please share an example of a difficult decision you’ve faced (whether professional or personal), and how you went about deciding it.**

Town Council Application: Short-Answer Responses:

15. Currently I sit on the Jackson Youth Soccer Board, the Teton Junior Golf Association board, as the chair of the Health and Human services committee for the Community Foundation, and as the President of my local charity group Guys Who Give.

16. Our first and most obvious problem is housing. We also face some environmental challenges with water quality. I also think something to keep in mind is the social diversity we face in our town and finding ways to keep the local work force local. We need to help locals with property taxes with a focus on not pushing people out of this town that provide value to our community.

17. I would like to focus on housing construction as it pertains to permitting and planning, as well as making sure we are giving the public the best level of service possible as a local government.

18. As leaders in the community our role when it comes to a team environment it is important to let everyone have a voice. The best ideas can come from any person, not just the higher ranking officers. I feel it is important to handle conflict in a calm respectful manner. Any conflict can be resolved when everyone is respectful and understanding of all involved.

19. The role of local government is to represent the local public to the best of its abilities. It should serve as an extension of the public that strives to represent it and provide it with the best level of service possible.

20. We must remember that even as a small town in Wyoming, we are in a place that people from all over the world look to. This is very exciting for our local economy that provides jobs and opportunities here for residents. The scary part of this is we need to keep making moves to allow our local work force the opportunities to live and work in Jackson. Making sure our hospital and emergency services remain staffed properly.

21. My only conflict of interest would pertain to Capital Improvement work if FC Excavation decided to bid on any town work.

22. I want to hear from more of the working class. We have provided great opportunities for single residents but have failed to help out working class trying to raise families in Jackson.

23. I, like a small portion of our population, was born and raised in Jackson. I am currently raising a family here. I am also a former Town of Jackson employee. I can provide insight into the amazing work our local non-profits are doing. I have vast experience in leadership and management roles to help with decision making.

24. I have always wanted to be on the Town Council. I have a strong voice in this town with the volunteer work I have done as well as being a long-time resident. In previous years I was unable to run due to limited availability. New circumstances have allowed for my availability for this position.

25. As a member of the youth soccer board we had to make difficult decisions pertaining to conflict. The important steps were to hear from those affected by the issues and come together as a team to make the best decisions moving forward. We hosted open forums allowing both sides to voice their opinions. We review comments from both sides and were able to make valued decisions with both parties' best interests in mind.

Josh Frappart

PO Box [REDACTED], Jackson WY 83001 | [REDACTED] 5 | [REDACTED]

December 27, 2024

Town of Jackson

Attn: Tyler Sinclair

Dear Town of Jackson

Attn: Tyler Sinclair:

I'm applying for the open Town Council position, which I saw advertised. I believe I meet all the essential criteria for the role and feel I can make an effective and immediate contribution to your team.

In my Senior Project Manager/Supervisor position with FC Excavation, as well as my previous experience as a full-time engineer for the Town of Jackson, I handled tasks very similar to what you outlined in your job ad. With my ability to learn, I know I can quickly close any knowledge gaps to become an asset to your team.

I have effective communication skills and the motivation to take on challenging work. I'm also skilled at site management, managing construction budgets, schedules, and contract coordination. I am confident that I have the drive, knowledge and experience you need.

I am a born and raised Jackson Citizen and care a lot about this town in hopes to better our community. I also run a local non-profit called Guys Who Give in Jackson that provides quarterly donations to our local nonprofits. I am dedicated to this community.

I would greatly appreciate your review of my resume and outlined credentials. I believe that I can be a valuable addition to your team and your goals. At your convenience, I am available for an interview or further discussion. I look forward to your response.

Sincerely,

Josh Frappart

Josh Frappart

Senior Project Manager

Contact

PO Box [REDACTED]
Jackson, WY 83001

[REDACTED] 95
[REDACTED]

Key Skills

Project Supervision
Exceptional Leadership
Communication
Problem-Solving Skills
Technical Writing
Scheduling
Construction Safety

Profile

Analytical, energetic, and detail-oriented construction supervisor/project manager with a broad and wide variety of experience related to civil engineering and construction process, including overseeing construction projects and supervising construction teams, ordering construction supplies, interpret construction plans, and implementing construction safety programs.

Experience

2018 - Present

Construction Supervision and Project Management • FC Excavation • Jackson Hole, Wyoming

The role involving construction supervision for FC Excavation included managing the 40 plus employees, estimating, scheduling, overseeing commercial and high-end residential projects, and overseeing the company's helical pier operations. Current project list consists of 200 plus active projects and over \$10 million in annual revenue.

Supervision included invoicing and estimating for projects, overseeing various construction crews on projects, scheduling, and managing resources. Current project types include hotel and apartment development, high end residential, utility system upgrades as well as new utilities, and helical pier installation and helical pier underpinning.

2014 - 2018

Associate Town Engineer • Town of Jackson • Jackson Hole, Wyoming

As the Associate Town Engineer for the Town of Jackson the job consisted of overseeing all construction activities for the Town of Jacksons public improvement projects. Projects included sidewalk and roadway design, as well as upgrading and maintaining the public utility systems. Project management included daily inspections of construction, meeting organization, processing RFIs, permit review, managing project funds, and inspecting all work done within the town public right of way. Design and plan production for the public improvement projects was also included in the job duties.

2013 - 2014

Project Engineer • Drexel Barrell & Co. • Boulder, Colorado

Drexel Barrell is a civil engineering company responsible for the design and management of civil land development projects across the front range of Colorado. As the Project Engineer responsibilities included the design and inspections of Land Development Projects such as utility design for commercial and residential projects, bike path trail

design as well as road crossing box culverts and retaining walls, grading plans for commercial and residential projects, and storm water management plans for various projects. Design responsibilities include plan preparation, quantity tabulations, plan and profile design of utility systems, grading plan layouts, drainage plans, and various construction details. The job also included being involved in the city and state design review process for projects including the construction permitting process.

2004 - 2013

Project Engineer • NWCC • Steamboat Springs, Colorado

While in Colorado my role was to conduct numerous “Special Inspections” during various construction projects in the Steamboat Springs and Boulder areas. Inspections conducted include verification of placement and quantities of rebar, drilled pier and screw pile installation observations and documentation, grout and mortar placement, and placement and tensioning of bands in post tension concrete slabs. Inspections also include placement and excavation of box culverts under state highways, inspection of erosion control measures before, during and after construction, and the installation of major utility systems. The various inspections were conducted to confirm and document that project components were constructed in accordance with approved plans and specifications.

Conducting numerous geotechnical investigations including directing field operations for geotechnical design purposes. The investigations were associated with subsurface conditions characterization to develop engineering design criteria. Typical sites include residential properties, subdivisions, commercial (e.g. shopping centers, airports), and industrial (e.g. water and sewage treatment plants), highways, small dams, and utility infrastructure (e.g. pipelines).

Subsurface investigations were conducted using auger, rotary, and core drilling to obtain subsurface materials samples and collect pertinent drilling data. In addition, various in-situ geotechnical and laboratory tests were conducted to help develop appropriate design specifications.

Education

2004

Bachelor of Science in Civil Engineering • University of Wyoming • Laramie, Wyoming

Town Council References for Josh Frappart:

1. Jim Bartz (St. John's Episcopal Church) – [REDACTED]
2. Mark Barron (Former Mayor) – [REDACTED]



Application for Town Council

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Application Questions

1. Full Name: Jason Fritts
2. Residence Address: [REDACTED]
3. Mailing Address: [REDACTED]
4. Phone Number: [REDACTED]
5. Email Address: [REDACTED]
6. I am over 18 years of age: Y ☒ N
7. Resident of the State of Wyoming Since (month/year): 1992
8. I affirm I am a registered voter in the Town of Jackson: Y ☒ N
9. I affirm that I am not currently adjudicated mentally incompetent: Y ☒ N
10. I affirm that I have not been convicted of a felony, or if I have been convicted that my civil or voting rights have been restored: Y ☒ N
11. I understand that Council's current regular meetings are at 1:30pm and 6:00pm on the first and third Mondays of the month. Y ☒ N
12. I understand that special Town Council meetings, in addition to regular Town Council meetings, may be called by the Mayor or a majority of Council, as needed. Y ☒ N
13. I can attend Council's Retreat on February 12 and 13 of 2025. Y ☒ N

14. I understand that if selected, I will be appointed to fill the remainder (approximately 2 years) of a 4-year term that expires January 2027. Y N

Short-Answer: Please answer the following questions in a separate document in 500 words or less. Each question can be up to 500 words

15. Please describe any experience as a member of a board or decision-making body.

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Please describe any experience as a member of a board or decision-making board.

Being part of the inaugural Equity Task Force for the Town of Jackson was a transformative experience that deeply reshaped my understanding of governance, change, and the complexity of addressing equity in a community setting. As one of only nine members of this task force, I was driven by a desire to make meaningful change and to create a town that was more inclusive, fair, and welcoming for everyone. At the outset, I had preconceived notions about how things worked within the town's government and assumed that our proposals would be met with enthusiasm. However, the reality was more nuanced than I anticipated.

Throughout the year, our task force worked tirelessly to craft proposals and processes that would introduce and integrate diversity and equity into the fabric of Jackson's operations. Initially, I thought the process would be relatively straightforward, with the community embracing our work. However, I quickly learned that not all town departments viewed our work in the same light. Some departments were resistant to the idea of change, particularly when it came to their internal operations. It became clear that the task force's role wasn't just to advocate for diversity but also to reassure departments that we were not aiming to upend the essential services they provided. Many of these departments had already invested considerable effort into refining their services and were concerned about potential disruptions.

This experience taught me an important lesson: change in government is slow and methodical, often requiring careful navigation to balance innovation with stability. As we continued to grapple with the question of how best to tackle structural discrimination in access to town services, I realized that the path forward might require incremental change. The question we had to ask was: Do we want to be trailblazers, tackling everything at once, or do we start small, addressing the easiest issues first and gradually building momentum for larger changes? In the end, we opted for a measured approach, understanding that while the work was important, it needed to be done in a way that was sustainable and fair to all residents of Jackson.

My time on the task force deepened my respect for the process of governance, particularly the challenges of making changes that are both beneficial and equitable for all members of a community. It's a delicate balance between pushing for progress and respecting the historical and operational integrity of established systems.

Similarly, my role with the Jackson Hole Jazz Foundation (JFJH) mirrored some of these lessons, albeit in a different context. As the president and conductor of the jazz band, I was tasked with growing the organization, attracting both board members and musicians. In the early days, we made several missteps, particularly around how we vetted board members. We failed to establish a clear process to ensure that everyone was aligned with the organization's mission and values, which led to instability and a lack of focus.

I learned that leading a nonprofit is much like raising a child; mistakes are inevitable, but they are also opportunities for growth. With time, we refined our approach, learned from our errors, and worked to stabilize the organization. Despite the early challenges, the JFJH continues to thrive today, and the band plays on, serving as a testament to the resilience and adaptability of both the group and the community it serves.

Both of these experiences have taught me valuable lessons about leadership, patience, and the importance of thoughtful, inclusive decision-making. Change may be slow, but it's a process worth embracing, especially when done with care and consideration for all involved.

What do you see as the major challenges and opportunities facing the town?

Access to government, housing, budgets, infrastructure, parking, and small business opportunities are all critical issues that directly affect the quality of life in any community. As voters, we want to feel that the makeup of our Town Council reflects the diverse values of our community—values that include fairness, inclusivity, and responsiveness. When we encounter issues in our lives, whether they be personal, economic, or related to public services, we want to be able to connect with council members who not only understand those issues but who also see us as valued members of a vibrant community.

This is essential because it ensures that decisions made by the Council aren't just abstract policies but are rooted in the lived experiences of residents. When people feel represented, they are more likely to trust the process and engage with the system, strengthening the democratic fabric of the community. Too often, communities that face systemic challenges—whether due to socioeconomic status, race, or other factors—feel that their voices are marginalized or ignored. This lack of representation can breed frustration and distrust, making it all the more critical to elect council members who understand the struggles faced by the most vulnerable and who are committed to equitable solutions.

I'm particularly concerned about the housing crisis in our town, which I view as a humanitarian disaster. The affordable housing shortage is not just an economic issue; it's a moral one. It disproportionately affects those who are most vulnerable in our community, including service workers, teachers, healthcare providers, and families who have lived here for generations. The lack of affordable housing exacerbates income inequality, forces people to live further from their workplaces, and increases their cost of living—creating a ripple effect of hardship that touches every corner of the community.

I believe the housing crisis is fueled by a combination of factors, including speculative real estate practices, zoning restrictions, and policies that favor high-end developments over the needs of working-class families. This has created a perfect storm, where developers and investors—often with significant financial influence—are able to drive up prices, creating an unaffordable housing market for most locals. In addition, I see a number of conflicts of interest at play within local government and private sectors that are only exacerbating the situation. Developers, landowners, and even some policymakers stand to benefit from the status quo, making it difficult to push for reforms that prioritize affordability and accessibility.

This is not just a local problem; it's a systemic one, rooted in national trends and policies that have prioritized economic growth over social equity. But that doesn't mean we're powerless to act. At the local level, Town Council members can have a profound impact by rethinking zoning laws, supporting affordable housing initiatives, and advocating for policies that prevent speculation from driving out local residents.

I believe the Town Council must take a hard look at its priorities and the conflicts of interest that are fueling this housing crisis. We must ask ourselves: are we building a community where everyone has the opportunity to thrive, or are we allowing short-term profits to erode the long-term stability of our town? Only when we address these structural issues—along with ensuring representation from all segments of our community—will we be able to make meaningful progress toward a future where every resident has a safe, stable place to call home. This is a challenge that demands not just empathy, but bold leadership and a commitment to equity for all.

Given your understanding of Jackson's town government facing the town, what issues would you like to see the Town focus on?

In a town like Jackson, where the community is deeply intertwined with its natural beauty and tourism-driven economy, it's essential that our Town Council reflects the values of its residents. As voters, we want to know that our voices are heard, that our concerns matter, and that the individuals we elect to represent us understand our struggles. When we have an issue—whether it's about housing, government access, infrastructure, or small businesses—we want to talk to council members who truly grasp what we're facing. We need leaders who see us as part of a vibrant, interconnected community and not just as voters or constituents.

One of the most urgent issues Jackson faces today is the housing crisis, which I believe has reached a point of humanitarian disaster. The skyrocketing cost of housing has made it impossible for many residents, particularly working-class families and service workers, to afford to live in the town they help sustain. The crisis is forcing people who have lived here for generations to leave, while those who are most vulnerable—teachers, healthcare workers, hospitality employees, and others—are being priced out of their homes. This is not just an economic issue; it's a moral one.

What's even more troubling is the deep conflicts of interest that seem to be driving this crisis. Developers, real estate investors, and even some decision-makers within local government stand to profit from the housing market's imbalances. Zoning laws and policies that favor high-end developments and luxury housing are contributing to the situation, with little regard for the needs of local residents. I often wonder if the voices of the working-class citizens—those who are the backbone of this community—are being drowned out by the influence of those who benefit from rising property values and gentrification.

The Town Council has a responsibility to tackle this crisis head-on, but we also need elected officials who can see the issue from the ground up. Leaders who don't just speak to the affluent or the developers but who understand the plight of the people who keep this town running—housekeepers, waitstaff, teachers, and others—are crucial. I believe that in order to move toward real change, the makeup of the Town Council must reflect the diversity and values of Jackson's residents.

Moreover, if we want to solve the housing crisis, we need to address the broader issues of infrastructure, government access, and small business support. Without affordable housing, we cannot build a sustainable economy. Without parking solutions and reliable transportation, the

town will become increasingly difficult to navigate. Small businesses, which are vital to Jackson's identity, continue to face mounting challenges due to high rents and a lack of support. Addressing these issues will require collaboration across departments and with the community itself.

In the end, it's about more than just policy changes—it's about recognizing the humanity in every person who calls Jackson home. Our leaders need to understand that we are all integral parts of this community, and our voices deserve to be heard. We must strive for a Jackson where everyone has access to opportunity, where affordable housing is a reality, and where the values of fairness, equity, and inclusivity guide every decision made by our elected officials.

What do you see as your role working in a team environment? How do you handle disagreements/conflicts with colleagues about an issue or decision

In a team environment, I see my role as one of collaboration, active listening, and problem-solving. I believe that diverse perspectives and ideas are essential for effective decision-making, and I take pride in contributing to a team's success by fostering open communication and a sense of shared purpose. A team works best when everyone feels valued, heard, and empowered to contribute their unique strengths, and I strive to create that kind of environment, whether I'm in a leadership position or working alongside colleagues.

I approach teamwork with a mindset of respect and flexibility. I believe it's essential to build relationships based on trust, which comes from being dependable, transparent, and open to feedback. I always strive to be proactive, offering my input when needed but also giving space for others to share their insights and ideas. I'm also mindful of the importance of understanding team dynamics, and I try to identify where I can contribute most effectively, whether it's offering a new perspective, doing the research to back up a proposal, or helping to organize and structure discussions.

However, teamwork is rarely without its challenges. Disagreements and conflicts are inevitable, especially when people are passionate about an issue or decision. I believe that the way disagreements are handled can often define the success of a team. When conflicts arise, I prioritize calm, respectful communication and the search for common ground. My approach to resolving conflicts is rooted in the idea that disagreements can be productive, as long as they are approached with a mindset of mutual respect and a shared goal of finding a solution that benefits the team or organization as a whole.

First, I make an effort to listen and understand the perspectives of those involved. Everyone's viewpoint has value, and it's crucial to create an environment where people feel safe to express their opinions. I ask clarifying questions to better understand the reasoning behind differing opinions, and I'm careful not to make assumptions or dismiss someone else's point of view too quickly. Sometimes, conflicts arise from misunderstandings or miscommunications, so taking the time to listen deeply can often defuse tension.

Next, I work to find common ground. Even if we don't agree on every point, there is usually something we can all agree on—a shared goal, a principle, or a broader vision that guides the work. By focusing on these commonalities, I believe we can often reach a compromise that

moves the project or decision forward in a way that is fair and balanced. If necessary, I am comfortable with offering a well-reasoned, constructive proposal for resolution, which balances different viewpoints while staying aligned with the overall mission or objective.

In situations where consensus is difficult to reach, I believe in the importance of compromise and accountability. As a team member, I'm willing to accept that not every decision will go my way, but I will always respect the process and the majority opinion. Ultimately, the goal is not to "win" but to ensure that the team remains focused on its objectives and continues to move forward cohesively.

In summary, my role in a team is to contribute positively to the group's dynamic by being a collaborative, empathetic, and flexible member. When disagreements or conflicts arise, I handle them by listening carefully, seeking common ground, and focusing on finding a solution that benefits the team and aligns with our shared goals. This approach ensures that the team can work through challenges constructively and maintain a spirit of cooperation and respect.

What do you see as the role of local government?

The role of local government is fundamentally to serve the needs of its community, ensuring that essential services are provided efficiently and equitably. But beyond simply managing daily operations, local government has a broader responsibility to create an environment in which citizens can thrive—by fostering safety, opportunity, and a high quality of life. At its core, the job of local government is to "get work done," but that work should be done in a way that reflects the community's values, promotes fairness, and addresses the diverse needs of all residents.

First and foremost, local governments are responsible for providing the basic services that keep a community functioning. This includes maintaining infrastructure, such as roads, utilities, and public transportation; ensuring public safety through police, fire, and emergency services; and managing health and social services that support vulnerable populations. Local governments also oversee zoning and land-use planning, making decisions that affect the growth, housing, and commercial development of the area. These operational tasks are critical to the day-to-day functioning of the community, and local government must execute them effectively and efficiently.

However, local government has a deeper, more proactive role beyond simply delivering services—it must engage in planning, policy development, and long-term visioning. For example, local leaders should anticipate challenges such as population growth, economic changes, or environmental concerns, and then work to address these issues before they become crises. Whether it's preparing for the housing crisis, addressing climate change, or creating a welcoming environment for small businesses, local government must be forward-thinking, flexible, and responsive to both immediate needs and future challenges.

In order to "get work done," local government must operate with transparency, accountability, and clear communication. For residents to feel connected to the decision-making process, local leaders must provide accessible ways for community members to engage with the government, from town hall meetings to online platforms where people can voice their concerns, ask

questions, and share feedback. When residents are informed and involved, they are more likely to support the decisions made and feel that their voices are valued in shaping the direction of their community.

Additionally, local government should be a steward of resources, managing budgets responsibly and ensuring taxpayer money is spent wisely. Financial accountability is a crucial aspect of effective governance. Local governments must prioritize spending on projects and services that have the greatest impact on the community, whether it's supporting local schools, investing in public health programs, or enhancing infrastructure. They also have an important role in securing funding for projects through grants, partnerships, and innovative funding models. Responsible fiscal management is key to delivering on promises and maintaining public trust.

Local government must also be inclusive and responsive to the needs of all residents, especially marginalized or underserved groups. This means addressing equity concerns, advocating for affordable housing, ensuring access to healthcare and education, and working to create opportunities for all citizens. The role of local government isn't just about providing services—it's about ensuring those services are equitable and accessible to everyone.

In conclusion, the role of local government is to "get work done" in a way that fosters community well-being and resilience. This means providing essential services, managing resources responsibly, engaging with residents, and planning for the future. Local government must be both operationally efficient and deeply committed to fairness, inclusivity, and long-term sustainability. When done right, local government serves as the backbone of a thriving, dynamic community where residents can live, work, and prosper.

Thinking about Jackson's future, what excites you? What worries you? What role if any, might local government play in crafting that future?

Thinking about Jackson's future, there is much to be excited about—particularly the town's unique blend of natural beauty, strong community ties, and the potential for innovative solutions to some of our biggest challenges. The stunning landscapes, the vibrant arts scene, and the thriving outdoor recreation industry offer boundless opportunities for both residents and visitors. Jackson has always been a place where people are deeply connected to nature and each other, and as the town continues to evolve, I see many opportunities for fostering sustainability, growing a more inclusive economy, and enhancing the quality of life for everyone.

What excites me most is the possibility of Jackson becoming a model for other small, high-demand communities facing similar challenges. With the right leadership and vision, Jackson can set a standard for how to balance growth and conservation, promote environmental sustainability, and create an economy that works for both residents and businesses. There is a real opportunity to innovate in areas like affordable housing, public transportation, and small business development. I believe that with the right investments and policy changes, Jackson can find solutions that not only protect the environment but also create more opportunities for its residents to live and thrive here.

However, what worries me most about Jackson's future is the looming housing crisis, which remains unresolved and continues to escalate. The growing gap between the high cost of living

and the wages many people earn is pushing more and more people out of the community, especially essential workers. Teachers, healthcare workers, service staff, and local small business owners are being priced out of Jackson, and the result is a community that is becoming increasingly inaccessible to the very people who make it run. Without action, Jackson risks losing the diversity and vibrancy that make it unique, as the town's workforce is displaced by wealthy individuals who can afford the skyrocketing prices.

The housing crisis isn't just a concern for people who are currently struggling—it's a concern for the future of the town as a whole. If we fail to address this issue, we will create a town that is increasingly divided—between the haves and the have-nots—and one where people of varying income levels and backgrounds can no longer live side-by-side. This creates not just social strain, but economic and cultural fragmentation. I worry that without a concerted, well-coordinated effort, Jackson will continue to grow in ways that further exacerbate this divide, making it even harder to sustain the local economy and ensure the town remains a place where everyone has a stake.

Local government has a crucial role to play in shaping Jackson's future and addressing these challenges. The town's leadership needs to be proactive and bold, setting clear priorities and taking actionable steps to tackle the housing crisis. This means revisiting zoning laws, incentivizing affordable housing development, and exploring creative solutions like community land trusts or mixed-income housing projects. Government can also play a key role in facilitating collaboration between private developers, non-profit organizations, and the community to find solutions that work for everyone. Additionally, local government can help ensure that policies and investments are equitable, ensuring that the most vulnerable members of our community are not left behind.

Ultimately, Jackson's future will depend on the actions we take now. Local government must prioritize solving the housing crisis and take a leadership role in making Jackson a place where everyone can live, work, and thrive, not just those with the financial means to afford it. If we fail to address this issue, it could jeopardize the future of the community we all love.

Please describe any conflicts of interest you may have or projects/issues on which you may need to recuse yourself.

No conflicts of interest here, but if there were I would definitely recuse myself.

Who do you feel is underrepresented in the community conversations and how you would work to bring their voices to the table?

In Jackson, I believe that two key groups are significantly underrepresented in community conversations: the working class and minorities. These groups make up a crucial part of the fabric of our town—driving the economy, supporting local businesses, and ensuring the daily functions of the community—but their voices often go unheard in decision-making processes, especially when it comes to issues that directly impact their lives, such as housing, wages, and access to essential services.

The working class, particularly those in service industries like hospitality, retail, construction, and healthcare, often face barriers to participating in town discussions. Many of these individuals work multiple jobs or long hours, leaving them with little time or energy to engage in public

meetings or policy debates. Additionally, the high cost of living in Jackson means that many of these workers are also living paycheck to paycheck, which makes it harder for them to advocate for the changes they need. The working class plays a vital role in keeping the community functioning, yet their concerns—such as affordable housing, transportation, and fair wages—are often overshadowed by the interests of wealthier residents or developers.

Similarly, minorities—whether they be racial or ethnic minorities, immigrants, or those from marginalized socioeconomic backgrounds—face significant hurdles when it comes to representation in local governance. Historically, these communities have been marginalized in both the public and political spheres, and they continue to face barriers such as language, lack of access to information, and systemic inequalities that prevent them from fully participating in civic life. Even in a town that prides itself on its inclusivity, the voices of minorities are often absent from key conversations that shape policy, despite the fact that many of these individuals have deep connections to the town and contribute to its growth and vibrancy.

To bring these voices to the table, local government and community leaders must be intentional about outreach and inclusivity. Here are a few steps I would take to ensure these underrepresented groups are included in decision-making:

1. Creating Accessible Channels for Communication

For the working class, it's essential to create accessible and convenient ways for them to voice their concerns. This might include holding town meetings at various times of day—particularly outside of traditional working hours—and providing childcare or transportation assistance for those who might face logistical barriers. Additionally, offering platforms for online participation or feedback can make it easier for people with tight schedules to engage with local government, even if they can't attend in person.

For minorities, ensuring that information about town meetings and policies is available in multiple languages is crucial. This can include translations of public documents and providing interpreters at meetings to help non-English speakers engage fully. It's also important to collaborate with local organizations that already have connections with immigrant and minority communities to help spread the word and create trust.

2. Partnering with Community Leaders and Organizations

Another important step is to work with grassroots organizations and leaders within these communities to ensure their voices are amplified. These leaders often have established relationships of trust and can act as intermediaries between their communities and local government. By building partnerships with these organizations, the town can gain better insight into the specific needs and challenges faced by these groups. This could include working with labor unions, community centers, and advocacy groups focused on racial and immigrant justice to facilitate ongoing dialogue.

3. Developing Focused Outreach Programs

Local government should be proactive in reaching out to working-class and minority communities, rather than waiting for them to come to government meetings. This could involve conducting surveys or hosting listening sessions specifically tailored to these groups, ensuring that the issues that matter most to them are given priority in the town's agenda. These forums should be held in places where these communities naturally gather—such as community centers, local businesses, and places of worship—to make participation as easy and comfortable as possible.

4. Creating Policy that Prioritizes Equity

To make sure that these groups are represented not just in discussions, but in tangible outcomes, local government needs to prioritize policies that address their specific needs. For the working class, this might mean pushing for affordable housing development, fair wages, and improved access to healthcare. For minorities, policies aimed at reducing barriers to education, employment, and housing discrimination would be critical. Ensuring that decision-making processes are rooted in equity can help create a more inclusive and just community.

5. Building Trust

Finally, it's essential to work toward building trust with these communities. Historically, both the working class and minorities may have felt excluded or even alienated by local government. This is not a problem that can be fixed overnight, but by showing a genuine commitment to listening, acting on feedback, and prioritizing their needs, local leaders can slowly rebuild trust and foster more meaningful engagement.

In conclusion, the working class and minorities are critical but often underrepresented voices in Jackson's community conversations. By taking intentional steps to increase accessibility, build relationships, and create more equitable policies, we can ensure that these groups have a seat at the table where decisions that affect their lives are being made. This is not just about improving civic participation—it's about creating a Jackson that is truly inclusive, fair, and representative of all its residents.

What unique perspective or life experience do you bring that could diversify the council approach to decision-making?

As a professional educator, [REDACTED] and someone who identifies with the working class, I bring a unique perspective to the table that could help diversify the Town Council's approach to decision-making. Each of these aspects of my identity provides me with a deep understanding of the needs, challenges, and aspirations of various underrepresented and often marginalized groups in our community.

1. Educator's Perspective:

As an educator, I spend my career helping young people navigate complex social, emotional, and academic challenges. This role has honed my ability to listen actively, analyze problems from multiple angles, and communicate complex ideas in clear and accessible ways. I bring a problem-solving mindset, as I am used to working with students, parents, and colleagues to

address diverse needs and find creative solutions. In local government, this translates into the ability to advocate for policies that prioritize education, mental health, and support systems for children and families. I also recognize the need for clear, transparent communication with the public and the importance of engaging people from all walks of life in the decision-making process.

Being an educator has also given me a keen understanding of how government policies impact our schools, teachers, and students, particularly in underserved communities. This experience allows me to advocate for educational equity and to understand the unique challenges faced by teachers and students in our town. It has also made me acutely aware of the importance of investing in youth services and providing opportunities for all children to thrive.

2. LGBTQ+ Community Perspective:

[REDACTED], I bring a personal understanding of the challenges that marginalized groups face in terms of inclusion, equality, and recognition. I have firsthand experience navigating spaces where not everyone feels seen or respected, which has made me deeply committed to advocating for inclusivity and equity. My experiences also provide insight into the importance of policies that promote social justice, combat discrimination, and ensure that everyone—regardless of gender identity or sexual orientation—feels safe and valued in their community.

The LGBTQ+ community often faces barriers in accessing healthcare, housing, and other services, and I would bring this lived experience to the Town Council's decision-making process. It's important to ensure that our community is not just welcoming, but actively inclusive—creating policies that support people of all identities and backgrounds.

3. Working-Class Perspective:

As someone who identifies with the working class, I am keenly aware of the struggles that many in our town face in terms of affordability, job security, and access to basic services. I have firsthand experience with the pressures that come from trying to make ends meet in an expensive place like Jackson, where the cost of living is high and wages often don't align with those costs. I understand the stress that working-class families endure, especially in the face of skyrocketing housing prices, lack of affordable childcare, and the rising cost of everyday necessities.

This background shapes my approach to policymaking, ensuring that the needs of working families are always at the forefront of my mind. I would advocate for policies that make Jackson more accessible to everyone—not just those with higher incomes or more financial flexibility. Whether it's affordable housing, access to education, or protections for low-wage workers, I believe local government must be a champion for those who are often left behind in economic decision-making.

Conclusion:

The combination of my experience as an educator, [REDACTED], and part of the working class provides me with a diverse and empathetic perspective on the challenges

our town faces. I believe that bringing these perspectives to the Town Council would allow for a more balanced, inclusive approach to decision-making—one that takes into account the needs of our most vulnerable and underrepresented residents, while also ensuring that Jackson remains a place where all people can live, work, and thrive.

The appointment process is done without input from voters, if you have previously run and lost, why do feel the council should do something voters chose not to do?

In my run for Town Council, I quickly learned that running for office in Jackson is not just about having good ideas or a strong desire to serve—it's also about having resources, both in terms of time and money, and the ability to mobilize support. I was surprised to find how much these factors influenced the outcome. Despite my dedication to the community and my vision for the future, I found that I did not have the financial backing or a large network of people to help amplify my message. This experience opened my eyes to the realities of local elections and the barriers that many well-intentioned candidates face.

One of the key lessons I took away from my campaign was that while the democratic process should be about who has the best ideas and the most ability to serve, the reality is that many talented and passionate individuals, especially from underrepresented backgrounds, struggle to mount successful campaigns. This can result in a system where only those with significant financial resources or established political networks are able to run, leaving many voices—particularly those of working-class individuals, young people, or those from marginalized communities—underrepresented.

The experience of running also taught me how difficult it is to engage with voters on a personal level, particularly when many residents are busy with their own lives or have become disengaged from the political process altogether. This lack of engagement makes it difficult for candidates to connect with voters, and even harder to generate the momentum needed for a successful campaign. In many cases, voters may not be aware of the full range of issues facing the town or may not fully understand the nuances of the decisions being made on their behalf. This, I believe, is where local government can play a pivotal role: by being proactive in educating the community, fostering transparency, and ensuring that all voices, not just those with money or power, are heard in the process.

Despite losing in my run for Town Council, I believe that my desire to serve Jackson and my commitment to its future have not wavered. In fact, I feel that my experience in the race has made me more aware of how important it is to ensure that everyone's voice is considered in local government—not just those who have the resources to run successful campaigns. The appointment process, which bypasses the voting process, may seem like a way to ensure that the Council is filled by qualified candidates, but it also runs the risk of perpetuating a system where only those with connections, resources, or political experience are given the opportunity to serve.

That's why, even though I didn't win the election, I still believe that the Council should consider including a broader input from the public in the appointment process. One way to do this would be to hold public forums or town hall meetings where residents can provide input on potential appointees. This would allow for a more democratic process and ensure that the voices of voters—those who may not have the resources to run a campaign but still have valuable

perspectives—are considered. Additionally, offering more opportunities for public engagement, such as volunteer committees or advisory boards, would help broaden the pool of candidates and encourage greater diversity in local government.

In conclusion, while I understand that the appointment process is intended to ensure that the Council is filled by qualified individuals, I believe that it should be more inclusive and reflective of the broader community's needs and values. My experience running for Town Council has shown me how important it is for voters to feel that they have a voice, even if they are not in a position to run for office themselves. Local government should strive to be as inclusive and representative as possible, and I would work to ensure that every resident, regardless of their financial means, has a seat at the table.

the council makes a lot of “shades of grey” decisions; i.e, decisions where both sides make compelling case. Please share an example of a difficult decision you have faced (personal or professional), and how you went about deciding it.

As a teacher, I often find myself facing decisions that are not black-and-white, where both sides present compelling arguments, and there is no clear “right” or “wrong” answer. These types of situations are common in education, especially when it comes to issues of discipline, grading, or balancing the needs of individual students with the overall class dynamic. One example that stands out was a situation I faced regarding a student who was consistently disruptive in class, despite my efforts to provide support and structure.

This particular student was struggling academically and emotionally, often lashing out in ways that disrupted not only their own learning but also the learning environment of their peers. On one hand, I understood the root causes of their behavior—personal challenges at home, a history of academic struggles, and emotional difficulties. On the other hand, their actions were negatively impacting the other students, and it was becoming increasingly difficult to maintain a positive classroom environment for everyone.

At first, my instinct was to show compassion and continue working with the student one-on-one to address the underlying issues. I made a concerted effort to connect with them, offering extra support and flexibility in their assignments, trying to create a space where they could feel seen and heard. However, despite my efforts, the disruptive behavior continued, and it became clear that it was starting to affect the other students. I began receiving complaints from parents, and the class as a whole was struggling to stay engaged.

The decision I faced was whether to take a stronger stance and potentially discipline the student more harshly, or to continue offering leniency and risk further harm to the learning environment. Both options came with significant consequences, and I knew that either decision would affect not just the student involved but also their peers. The challenge was figuring out how to balance empathy with the need for structure and fairness.

In making my decision, I consulted with my colleagues and sought advice from our school counselor to ensure that I was taking a holistic approach. I considered the long-term impact on the student's emotional well-being as well as the immediate needs of the class. I also reflected on my own values as an educator—about how to hold students accountable while still offering them the support they need to grow and learn. Ultimately, I decided to involve the student in a

restorative conversation where they could express their feelings and understand the impact of their actions on the class. I also set clear, firm expectations for behavior moving forward, with the understanding that further disruption would lead to more formal consequences.

At the end of the day, I knew that my decision wouldn't be perfect or universally liked, but I approached it with compassion and love, focusing on the well-being of both the individual student and the class as a whole. I communicated clearly and empathetically with the student and their family, explaining that the goal was not punishment but growth and understanding. The student responded positively, and while their behavior did not immediately change, the conversation helped establish clearer boundaries and a deeper sense of mutual respect.

This experience taught me that, when faced with difficult decisions, it's important to listen carefully, consult others, and make choices that are guided by compassion, fairness, and a commitment to the greater good. In the context of local government, I believe similar principles of empathy, listening, and understanding all sides would be crucial when navigating complex issues where both sides make valid points.

Jackson Town Council

Town Hall
150 E Pearl Ave
Jackson, WY 83001

Dear Members of the Town Council,

I am writing to express my strong interest in filling the vacant Town Council seat for the Town of Jackson. As a resident deeply invested in the well-being and future of our community, I believe I can bring a unique perspective and a commitment to addressing the critical issues that impact our town. With my background as a professional educator, a [REDACTED] and as someone who identifies with the working class, I am confident that I can offer valuable insights and contribute to thoughtful, inclusive decision-making.

As an educator, I have spent my career working with diverse groups of individuals, helping young people navigate complex challenges, and advocating for equitable access to resources. This experience has fostered in me a strong ability to listen actively, communicate effectively, and approach problems with empathy and a solutions-oriented mindset. I have seen firsthand how government policies—especially those that focus on education, housing, and community support—directly impact individuals and families, particularly those who may not have a strong voice in traditional decision-making processes.

I also bring the lived experience of being [REDACTED]. This identity has instilled in me a deep appreciation for inclusion and social justice, and I am dedicated to ensuring that our community remains a place where everyone, regardless of their background or identity, feels safe, supported, and valued. I recognize the challenges that underserved groups often face, particularly in areas such as housing, healthcare, and employment, and I am committed to advocating for policies that reduce inequity and provide equal opportunities for all.

Having also grown up in a working-class household, I understand the pressures that many in our community face, especially regarding the high cost of living, limited affordable housing, and the struggle to secure stable, well-paying jobs. As a member of the Town Council, I would prioritize policies that address these issues and ensure that Jackson remains a place where working families can thrive. This includes advocating for affordable housing initiatives, expanding access to services, and ensuring that the voices of the most vulnerable are heard in town decisions.

I believe that local government should be responsive to the needs of the community and inclusive in its approach to decision-making. I am excited about the opportunity to collaborate with other council members and engage with residents to create policies that reflect the diverse needs of our town. I am eager to help foster a transparent, accessible, and compassionate government that works for all people in Jackson, not just a select few.

I would be honored to contribute my skills, experience, and passion for community service to the Town Council and would welcome the opportunity to discuss how I can best support the town's ongoing efforts to build a more inclusive, sustainable, and prosperous future.

Thank you for your consideration, and I look forward to the possibility of working alongside you to shape the future of Jackson.

Sincerely,
Jason Fritts

2 references

Julie Alexander

CFO of Jackson Hole community School

[REDACTED]

Steve Ranck

Ower of Handy Plumbing

[REDACTED]

JASON FRITTS

Educator/Conductor/Saxophonist



Objective

To pursue Music Excellence through Teaching, Performance and Management

Education

Northwestern University School of Music.	Evanston, IL.
Master of Music Performance	Sept. 1994 to Jun. 1995
New England Conservatory of Music.	Boston, MA.
Bachelor of Music Performance	Sept. 1992 to Jun. 1994
University of Texas at Arlington.	Arlington, TX.
Music Education	Sept. 1989 to Jun. 1992

Teaching Experience

Jackson Hole Community School	Jackson WY
Music Director	8/2015 to Present
Photograph Teacher 2021-2022	
Community Wellness for the 10th Grade 2020-2021	
Teach Jazz Combos	
Create a focused Curriculum for different abilities	
Work with High School aged Students	
Plan Concerts and Gigs for the Groups	
Organize musical activities for the School	

Grand Teton Music Festival/Tune-Up Program	Jackson, WY
Woodwinds Consultant	11/2007 to 3/2020
Teach Flute, Clarinet, Saxophone, Oboe, Bassoon and Low Brass	
Work with 6th, 7th, 8th and High School band classes	
Work closely with the Band Directors to achieve Goals for the program	
Specifically work with any new players or players that have fallen behind	
Prepare Students for All State, Honor Band and College Auditions	

The Jazz Foundation of Jackson Hole	Jackson, WY
Conductor/Board Member	6/2004 to 6/2012
	10/2014 to 9/2020
Conducted over 200 Concerts	

- Plan weekly rehearsals
- Plan monthly concert series and Private Gigs
- Fundraising Events
- Grant writing responsibilities
- Developed a Board of Directors
- Development of an emerging Non-profit
- Developed the Non-profit into a Thriving Organization

The Jackson Hole Concert Band Jackson, WY
Conductor 2/2007 to Oct 2009

- Planned weekly Rehearsals
- Planned for Concerts
- Conduct 20 concerts per year
- Worked with Community Musicians to develop musicianship

The Journeys School. Jackson, WY.
Music instructor 2005 to 2007

- Worked with all grades pre-k through 12 grade

Saxophone Instructor, Jackson, WY
Freelance 1995-present

- Teach Saxophone, Flute and Clarinet to students of varying ages and levels
- Develop Small groups for the Public School Music programs
- Developed After school programs for various Rock bands and Jazz groups

Jackson Hole High School, Jackson, WY
Band Director 1996 to 1997

- Responsible for 30 students
- Planned and rehearsed for spring concert

Saxophone Instructor 1990 to 1992

- Burleson ISD, Burleson, TX
- Arlington ISD, Arlington, TX

Current and Former Performance Groups

Jason Fritts Project

- Performer/Owner 2004 to present
- Performed at a high lever as a Saxophonist, Clarinetist and Flutist
- Produced 1000's of Performances at local, regional and national levels
- An Acid Jazz/Electro Jazz Combo specializing in Private events
- Event planning for Non- Profits, Corporate and Private events
- A Local favorite for weddings

- Best of Jackson Hole Best

- Musician Gold 2015/2016/2017
 - Classical Musician Silver and Bronze 2016/2017

Wyatt Lowe and the Mayhem King

A 4 piece Blues/Rockabilly Band
Local and Regional Favorite
A Touring Favorite

Jackson Six

A 6 piece New Orleans Style Jazz Band
Performances at the Donkey Creek Jazz Festival, JH Center of the Arts,
Grand Teton Music Festival Concert Season and the Wort Hotel.
Jackson 6 is a favorite for Weddings and Corporate events
Jackson 6 is a local favorite
2009 Winner of JH Weekly's "Best Of", "Best Dance Band"

Calle Mambo

A 9 piece Cuban/Salsa Band
Performances at the Donkey Creek Jazz Festival,
Jackson Hole Center of the Arts and
Sept. 4 2009 performance with Pete Escovedo.

Tram Jam

A 6 piece Ski Bum Music style

Chanman Roots Band

A 7 piece Reggae Band

Musicals**Hair**

Jackson Hole Community Theater- Music Director
Worked with Community Actors

2007

Rocky Horror Picture Show

Riot Act Inc.- Music Director
Worked with Community Actors

2009

Three Penny Opera

Riot Act Inc.- Musical Director
Worked with Community Actors

2013

Back to the 80's

Jackson Hole High School- Musical Director
Worked with High School aged students

2016

Cowboys Like Us

An Andy Munz Production- Musical Director
Worked with Community Actors

2021

Wild Country

An Andy Munz Production- Musical Director
Worked with High School Aged students

2023

Performances**Teton Village Forth of July Celebration Concert**

2013 to 2021

Sunday Sounds in the Park	2016
Moods of the Madison Music Festival	2014
University of Wyoming Art Department Gala	2013
Yellowstone Music Festival	2013
National Museum of Wildlife Art Concert Series and Gala's	2010/2011/2012 2013/2014/2017
Grand Teton Music Festival Music in the Hole	2007/2008/2009
Donkey Creek Jazz Festival	2010/2011/2012
No Woodstock Music Festival	2009/2013
Jackson Hole Center of the Arts Concert Season	2010/2011
Calle Mambo Featuring Pete Escovedo	9/4/2009
Freelance Saxophone, Clarinet and Flute	
Professional Performer	1995 to present
Carnegie Hall Performance	July 3, 1992
With the University of Texas Wind Ensemble	

Other Experience

Equity Task Force Member for the Town of Jackson	2022 to 2023
An elected position for a 2 year term	
Work to take away barriers with in the Town	
Wild Mountain Music Productions	Jackson, WY
Live Sound Productions	2006 to Present
Live Sound for Weddings, Private, Corporate events	
Booked bands for local Art Fairs and Concert Season	
Event Planner	Jackson, WY
	2004 to Present
Planned Wedding, Private, Non-Profit and Corporate events	
Planned events for a variety of Parties, Gala's and Presentations	
Knobe's Office Supply.	Jackson, WY.
Sales Agent	2004 to 2005
Floor Sales, Customer Service, Inventory Control	
Budget Rent-A-Car,	Denver, Co.
Station Manager / Sales Manager	2003 to 2004
Responsible for 30 sales agents at the Denver location	
Alamo Rent-A-Car, Denver, CO.	2000 to 2001
Regional Personnel/Trainer/Sales Director	
Worked directly under the VP of the western US	
Responsible for training and coaching of 300 sales agents in 10 locations	
Alamo Rent-A-Car, Jackson, WY.	
General Manager	1995 to 2000
Responsible for all aspects of the operation	
Sales Manager, Alamo.	Jackson Hole Airport, WY. 1994 - 1996
Rental Agent, Alamo.	Jackson, WY. Summers of 1992-93



Application for Town Council

Instructions: Please fill out this application and provide a cover letter and resume including two references with their contact information. If you would rather fill out a Word Doc, request it from the Clerk, listed below. Submit complete applications as email attachments to Town Clerk Riley Hovorka: clerk@jacksonwy.gov or bring a printed copy to Town Hall at 150 East Pearl by 4:00pm on Thursday, January 16. Direct questions to Town Manager Tyler Sinclair: tsinclair@jacksonwy.gov or 307-734-3480.

Application Questions

1. Full Name: Amberley Goodchild Baker
2. Residence Address: [REDACTED]
3. Mailing Address: [REDACTED]
4. Phone Number: [REDACTED]
5. Email Address: [REDACTED]
6. I am over 18 years of age: Y ☒ N
7. Resident of the State of Wyoming Since (month/year): May 2007
8. I affirm I am a registered voter in the Town of Jackson: Y ☒ N
9. I affirm that I am not currently adjudicated mentally incompetent: Y ☒ N
10. I affirm that I have not been convicted of a felony, or if I have been convicted that my civil or voting rights have been restored: Y ☒ N
11. I understand that Council's current regular meetings are at 1:30pm and 6:00pm on the first and third Mondays of the month. Y ☒ N
12. I understand that special Town Council meetings, in addition to regular Town Council meetings, may be called by the Mayor or a majority of Council, as needed. Y ☒ N
13. I can attend Council's Retreat on February 12 and 13 of 2025. Y ☒ N

14. I understand that if selected, I will be appointed to fill the remainder (approximately 2 years) of a 4-year term that expires January 2027. Y ✓ N

Short-Answer: Please answer the following questions in a separate document in 500 words or less. Each question can be up to 500 words

15. Please describe any experience as a member of a board or decision-making body.

16. What do you see as the major challenges and opportunities facing the Town?

17. Given your understanding of Jackson's town government, what issues would you like to see the Town focus on?

18. What do you see as your role working in a team environment? How do you handle disagreement/conflict with colleagues about an issue or decision?

19. What do you see as the role of local government?

20. Thinking about Jackson's future, what excites you? What worries you? What role, if any, might local government play in crafting that future?

21. Please describe any conflicts of interest you may have or projects/issues on which you may need to recuse yourself.

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- 24. The appointment process is done without input from voters. If you have not previously run for Town Council, why haven't you? Why should the Council appoint you when you have not been vetted by the voters? Alternatively, if you have previously run and lost, why do you feel the Council should do something voters chose not to do?**
- 25. The Council makes a lot of “shades of gray” decisions; i.e., decisions where both sides make a compelling case. Please share an example of a difficult decision you’ve faced (whether professional or personal), and how you went about deciding it.**

15. Please explain any experience as a member of a board or a decision-making body.

Twenty years of experience in collaboration, team support, process diligence and respect are the life skills I could bring to this body and to the public. I have expertise in productive meetings, de-escalation, conflict management and bringing people together so that there is forward motion. I have the ability to help people better understand the facts at hand and even help them articulate their unique views. I'm proud of my interpersonal skills as a leader and as a woman who can navigate the many perspectives of this diverse community. Importantly, I not only have served in board and executive positions where listening more than talking is a missing ingredient, I also have the experience of working positively with professional staff as a team. This approach to teamwork is key to functionality, and I believe it adds to the quality of any board, but especially a public one.

16. What do you see as the major challenges and opportunities facing the Town?

The Town of Jackson, its leadership, its hardworking staff and its residents alike need master level piloting – at times to take off and at other times to land the plane with luck and expertise. Confidence in approach is what I would like to help instill in our Town and build up that pride of working in the same direction, together. These are situations I can add quality skills to help pivot challenges to opportunities and obstacles to smaller impediments. Housing done the Town of Jackson way, redevelopment of Town done the way our people want, a focus on environmental stewardship that is vital - these are the opportunities. And I'd love to value-add to that piloting.

17. Given your understanding of Jackson's town government, what issues would you like to see the Town focus on?

I think the Town Council and staff can benefit from decision making in an efficient manner. So much progress has been established to set a fair, transparent process, with support from, and collaboration with, the Town's competent and experienced staff. Now is the time to take that progress to the next level, with a higher level of functionality and focus. The rapid changes the Town has faced have been intensive and unrelenting, so what I would like to offer is the ability to help Council and Staff as well as the public get ahead of the next round of intensive and unrelenting change. We can lead to a point of proactive frameworks and process so that the wonderful Town of Jackson is not reacting, not the pingpong or football but the gold standard for a municipality anticipating and mitigating problems before they occur. This applies to all issues of housing, staff support, development, redevelopment, not development and more. I believe in the process and the smart people involved – and with foresight, leadership and dynamic thinking, we can get ahead of the curve and put the Town of Jackson in a position to determine its own future with confidence and intention.

18. What do you see as your role working in a team environment? How do you handle disagreement/conflict with colleagues about an issue or decision?

In a team environment, I see my role as a leader and a mediator – and listener. I am trained in strategic thinking and I have experience in empowering those with whom I work professionally. I have a commitment to kindness as well as being a lifelong learner. Being on a team is what I

love most as I know that with intelligence, understanding and collaboration we can do our best for the community. In my law practice, a large part of my job is managing conflict to reach an outcome that works for all parties involved. As a mother of a tween, I can relay that my mentorship is sharp and my skills in resolution are honed.

19. What do you see as the role of local government?

The role of local government is to represent its constituents and carefully manage taxpayer dollars. It is a great responsibility to do our best for the community and its best future.

20. Thinking about Jackson's future, what excites you? What worries you? What role, if any, might local government play in crafting that future?

I am excited to see the various affordable housing projects evolve into actual homes for our workforce.

I am worried about losing the core of our community. I worry about losing the local businesses I have come to know and love since I moved here in 2007. I worry about long-time local families moving away because of the cost of living and the access to services.

As I stated earlier, I want to be able to help the Town of Jackson and this beautiful community to be empowered to determine its own best future. To not be always in a reactive mode, but to achieve a proactive governance and smart approaches that residents are proud of and feel reassured to know there is a plan for navigating the future.

21. Please describe any conflicts of interests you may have or projects/issues on which you may need to recuse yourself.

I represent the Housing Trust and we have an active development on Hansen. However, the project is nearing completion and the only remaining Town approval is certificate of occupancy.

The only item for recusal would be a water and sewer connections for Area 2 of Northern South Park.

If in the future my law firm represents any clients in front of the Town Council, I would recuse myself from the hearing.

22. Who do you feel is underrepresented in community conversations and how would you work to bring their voices to the table.

Workers. Folks with full time jobs do not have time to come to Town meetings, especially not when they take hours and hours. It is very difficult to understand how decisions are made when they take multiple studies and meetings. See above answer to question 17.

23. What unique perspective or life experience do you bring that could diversify the Council approval to decision-making.

I have been a member of this community since 2007. I met my husband here, and I am raising my child here. My husband and I both work full time. I have been practicing law since 2003, and have been running my own practice for almost a decade. We lived in a deed restricted home until 2019. I have represented many clients in front of the Town Council and the County Commission. I work closely

with, and highly respect, your staff and the County's staff. I have experience working with many of you and most of your staff, and many local landowners and businesses.

24. The appointment process is done without input from voters. If you have not previously run for Town Council, why haven't you? Why should the Council appoint you when you have not been vetted by the voters? Alternatively, if you have previously run and lost, why do you feel the Council should do something voters chose not to do?

I have not previously run due to time and financial constraints. The Council should appoint me because I am at a point right now in my career and personal life that I can give time and full attention, and am able to serve on the Council to give back to the community.

25. The Council makes a lot of shades of grey decisions, i.e. decisions where both sides make a compelling case. Please share an example of a difficult decision you've faced (whether professional or personal) and how you went about deciding it.

Every day in my practice I have to make these types of decisions. Many of you know the great outcome achieved with "Save the Block" and effort I proudly worked to guide the best result. The Genevieve Block project is a strong example of the innovative thinking and positive process work I can add. I represented the Jackson Hole Land Trust and we had to bring together many different interests to pull that off for the community. I love the challenge and I am ready to help in every way I can.

TWO REFERENCES:

Dave Larson – [REDACTED]

Christine Walker – [REDACTED]

January 16, 2025

Mayor Jorgensen, Councilman Schechter, Councilwoman Viehman, and Councilman Regan:

Please find enclosed my application for the vacancy on the Town Council, including my resume. The vacancy presents a unique opportunity to serve the citizens of the Town of Jackson. Thank you for the opportunity to apply for the position.

I care deeply about this community and would be honored to work as a team member with each and every one of you, and your great staff. I am compelled by respect and love of place, and the ability to try to make a positive difference. I have the time to serve and be an asset to the process of good decisions for the people. As you will see in my answers to your thoughtful questions, I bring a unique skill set of pro-action as well as positivity that can strengthen our collective focus and future.

The Town of Jackson has been my home since 2007, except for a brief rental in Rafter J when I first arrived in the community. I recall it was a low-snow winter with a lot of sunshine, and while living south of Town in the banana belt I was convinced winter couldn't be that bad. My next move was to a house at the end of Snow King Drive, and my opinion of winter quickly changed! However, living in Town limits far outweighed the lack of sunshine and it became clear I would never want to live anywhere else in our community, or even the world. Thus began my love affair with this place my family now calls home.

Since moving to Snow King Drive back in 2008, I have only lived in the Town of Jackson, including many critical years in an employment-based deed restricted unit managed by the Housing Department at Pine Glades. My family would not have been able to stay in this community but for that home at Pine Glades. The home was a steppingstone for us to eventually get into the free market in 2019. I will forever be grateful for the opportunity to own that home, and that opportunity has shaped my opinions regarding the importance of deed restricted housing for our community members.

As you will see on my resume, I moved here as a young attorney. What you won't see on my resume is that to help make ends meet, I picked up nighttime bar backing shifts at the Rendezvous Bistro and got to know the regular customers who I am sure some of you know. I was immersed into the community by those jobs, and the friends I met in those early days are my best friends today.

Over the years, I have worked closely with most of you and several members of your staff on important community projects. I believe I am a strong candidate for the vacancy because I am familiar with our local government processes and people, and I have significant experience navigating solutions to complex issues. As an attorney with an active local practice based in real estate, land use and business transactions, I deploy strategic thinking and problem solve competing interests on a day-to-day basis. I have been a dedicated working member of this community for almost two decades, and have experienced firsthand many of the issues our community faces today.

I am hopeful for an opportunity to interview with you to further discuss my desire to serve on the Town Council. Thank you for your time and your service.

Sincerely,

Amberley Baker

AMBERLEY GOODCHILD BAKER



EDUCATIONAL BACKGROUND

Born and raised in Houston, Texas, Amberley attended Southern Methodist University after high school and graduated from SMU's Cox School of Business Honors Program in 2000 with a B.B.A. *cum laude* with honors and a minor in Political Science. For her junior year of college, Amberley attended the London School of Economic and Political Science in London, England.

After graduating from SMU, Amberley headed to Austin, Texas to begin her law school education at the University of Texas School of Law. During law school, she was a member of the Texas International Law Journal and worked as a summer associate for several large firms. In 2003, she graduated from the University of Texas School of Law with honors, and accepted an associate position with Jones Day in Houston, Texas.

WORK EXPERIENCE

During the next five years as an associate at Jones Day, Amberley was a member of the mergers and acquisitions as well as key strategic business groups. She represented clients in cases ranging from acquisitions, recapitalizations, mergers, and capital market transactions.

In 2006, Amberley moved her law practice with Jones Day to Jackson, Wyoming where she continued working for the law firm remotely. By 2008, her personal life had established strong roots in Jackson and she desired to become a more valuable and committed member of the local community. Accordingly, she left Jones Day and joined Mullikin, Larson & Swift LLC and within a few short years, Amberley was admitted as a partner of the firm.

Amberley's practice at Mullikin, Larson & Swift focused on transactional matters for businesses and individuals in Teton County and other counties throughout Wyoming. She represented clients with easements, leases, conservation easements, property, business acquisitions, business formations and business governance matters.

In 2015, Amberley founded a new firm, Wylie Baker LLP. Amberley represents families in their land-use needs, interfacing with governments at both a local and state level. She serves as local counsel for development projects and real estate transactions throughout northwest Wyoming, and provides legal services to multiple prominent land-use nonprofits based in Jackson.

Amberley is currently a member of the Wyoming State Bar and the Texas State Bar. Amberley holds a real estate license with Sotheby's International Realty.

QUALIFICATIONS

Through the course of Amberley's twenty-year legal practice, she has obtained extensive knowledge in the following areas:

- Negotiating complex real estate, land use and business transactions among parties with competing interests
- Navigating the State legislative process
- Achieving outcomes with local government on various local projects

COMMUNITY INVOLVEMENT

Amberley is currently a director and officer of the Jackson Hole Ski and Snowboard Club. Prior to joining the Ski Club, Amberley was a director and officer of Friends of Pathways. She also served as a Member of the Teton County Pathways Task Force. Amberley is volunteer softball coach and intends to coach the travel team in the Spring.

PERSONAL INTERESTS

Amberley enjoys spending time with her husband, Shroder Baker, and their almost 12-year old daughter, Ada. Amberley is learning to climb mountains and ride horses, and she enjoys hiking, running and Nordic skiing. She also enjoys spending time with her strong network of friends in Jackson.

REFERENCES

David Larson [REDACTED]

Christine Walker [REDACTED]



Application for Town Council

Instructions: Please fill out this application and provide a cover letter and resume including two references with their contact information. If you would rather fill out a Word Doc, request it from the Clerk, listed below. Submit complete applications as email attachments to Town Clerk Riley Hovorka: clerk@jacksonwy.gov or bring a printed copy to Town Hall at 150 East Pearl by 4:00pm on Thursday, January 16. Direct questions to Town Manager Tyler Sinclair: tsinclair@jacksonwy.gov or 307-734-3480.

Application Questions

1. **Full Name:** Frederic (Rick) Michael Gordon
2. **Residence Address:** [REDACTED]
3. **Mailing Address:** [REDACTED]
4. **Phone Number:** [REDACTED]
5. **Email Address:** [REDACTED]
6. **I am over 18 years of age:** Y ☒ N
7. **Resident of the State of Wyoming Since (month/year):** August 2022
8. **I affirm I am a registered voter in the Town of Jackson:** Y ☒ N
9. **I affirm that I am not currently adjudicated mentally incompetent:** Y ☒ N
10. **I affirm that I have not been convicted of a felony, or if I have been convicted that my civil or voting rights have been restored:** Y ☒ N
11. **I understand that Council's current regular meetings are at 1:30pm and 6:00pm on the first and third Mondays of the month.** Y ☒ N
12. **I understand that special Town Council meetings, in addition to regular Town Council meetings, may be called by the Mayor or a majority of Council, as needed.** Y ☒ N
13. **I can attend Council's Retreat on February 12 and 13 of 2025.** Y ☒ N

14. I understand that if selected, I will be appointed to fill the remainder (approximately 2 years) of a 4-year term that expires January 2027. Y ✓ N

Short-Answer: Please answer the following questions in a separate document in 500 words or less. Each question can be up to 500 words

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Town Council Application

Rick Gordon

15. Board experience:

I have served on numerous boards, including being a school board member in Vermont for over twenty years. I am currently on the Parks and Rec board here as well as the Pathways Task Force.

One major insight I've learned from board service is the feeling one represents the whole community and not my personal views or even those of folk who hold perspectives similar to mine. I feel as a board member, we are more like trustees looking out for the interests of all in the community regardless of my personal viewpoint and I should help consider the full range of perspectives in the town as well as the range of views of fellow board members.

16. Major challenges facing Jackson:

The obvious major challenges facing Jackson revolve around growth and change and the pressures of increased population, visitation, and wealth. All of these can be seen as "problems" that result in traffic, pressure for development, impact on the environment, stratospheric real estate costs, etc. Increased numbers of people put a strain on all kinds of services, from both the public and private sector.

These obvious challenges are accompanied by less recognized challenges including the distance between the Anglo and Latino (and other immigrant) communities, the different experiences and opportunities for Latino adults and children, the environmental impact of thousands of commuters driving to Jackson for work each day, and the transient nature of the Jackson population (traditionally focused on the 20-30 year old set but now hitting older residents moving because of issues of affordability).

At heart, these challenges undermine the strength of the community and the culture that, in addition to the natural beauty and outdoor opportunities, is what has always made Jackson so special and attractive.

These challenges can feel daunting but they also sometimes obscure the many assets and strengths of Jackson. The popularity of this region is also an opportunity for local government to make a positive difference in how the community evolves. We know what will likely happen if we do nothing—growth will favor the wealthy and degrade much of what we historically value. If we can identify the fundamental values we share in Jackson and make policies and decisions that most tap into this identity, we can help Jackson evolve in a way that honors local traditions and values while embracing changes that happen here, as in so many communities around the US and beyond.

17. Issues to Focus On:

I think the overarching focus of the town council should be what is best for the overall well being of the community and what is best for building community strength, resiliency, and sustainability. While many council decisions can seem like distinct issues, each decision has short and long term consequences, and often unintended ones that are not always considered in the immediate time frame.

It seems many of the most pressing issues for the council relate to land use and development. It seems many elected officials campaign on commitments to restrain growth of hotels or high end development while supporting affordable housing but then we end up approving many high end projects that will serve mainly the wealthy. I believe councilors feel obligated to existing LDRs and the comprehensive plan and

follow their guidelines. It seems the most pressing issue would be to update the LDRs and comprehensive plan to align better with the current conditions in the region, especially the strength of the economy here and the population pressures we see now that didn't exist when those plans were drafted.

It seems obvious that issues of housing affordability will continue to be atop the council's work. But the pressures of increased residents and visitors also raises issues on all of the town and county services from roads to parks to water quality.

Especially with possible threats from the Freedom Caucus with funding and taxation, there may be enormous pressures on the provision of services we have come to count on in Jackson. How to allocate finite public revenues will be a major issue for the council affecting many elements of our local community.

18. Team Work:

My natural tendency is to be a collaborative team member and look for ways to bring people together. I am comfortable being clear about my views and perspectives but I think I do well to be able to appreciate alternative viewpoints and the gray areas that are inherent in many (most?) issues. Especially at this time where political polarization characterizes much in our country, I think the ability to be collaborative and find shared understandings may be the most important trait of a council member.

As an educator, I am sensitive to the tone of a discussion and look to get past the personal biases and to point out the obstacles to progress and to suggest ways to come to some common ground.

In my years on the school board, I got along well with those members who may have been most different in their political leanings. I was always appreciative of their dedication to what they thought was best for our schools and town and the fact they were straight shooters who were reliable in representing their views. But I also recognized when I got elected to the school board I represented the whole community and not just those with whom I was most aligned. Trying to take into account the range of views of our constituents was always paramount to me and my fellow board members.

I enjoy being direct in my communication and value being honest and non-manipulative (perhaps to a fault). I appreciate the same from others and feel I am a flexible thinker who can take in a wide range of views and information and then help find solutions that can bring people together.

I probably don't have the greatest patience for overly long meetings or processes to make decisions. I totally value public input and reasonable deliberation but I do know that many times we have incomplete information and we must make decisions with some level of uncertainty. The private sector in so many cases must make decisions despite uncertainties that are inevitable. I think we in the public sector may benefit from the courage to make the best decisions we can in a timely manner to allow time to work on the many other important issues that we face.

19. Role of Local Government:

The role of local government is to ensure the well being of the community and each of its residents. Ideally, the local government could exercise local control to provide for a thriving economy, environment and culture. I realize in Wyoming there are conditions that at times limit what we can do locally but ideally we would be able to steward and nurture this triple bottom line of economy, environment and community.

A fundamental role of local government is the provision of reliable “basic” public services such as roads, waste management, constituent service, collection of taxes, etc. Simply managing this to be done efficiently and effectively is a noble effort. But local government also can set the tone for the community culture and provide leadership to help define how the town “feels” to folk and set direction for the future. In how we act, we can reflect the best of how we hope all in the community treat each other and feel included and valued. In the issues the local government focuses on, we can focus attention and thought on what we want to be and where we want to head. Local government needs to fulfill the important role of managing services but also, we hope, can serve to establish a shared vision for a positive future.

20. What excites or worries you:

The worry about Jackson is the challenges of the popularity of the region as a place to live or visit. This is also what is exciting. As I used to say about school quality in Vermont, if we can’t do it right here, we can’t do it anywhere.

Jackson is an incredible place. The natural beauty, access to the outdoors, and ideal climate is unparalleled. And this is matched by the thriving economy, vibrant culture, and robust infrastructure from pathways and trails to the arts center, library, rec center, and other services and amenities.

So Jackson is a tremendously attractive place to live or visit. The big worry is how do we protect our extraordinary ecosystem while also assuring we make this a good place to live, particularly for a diverse population that isn’t just a playground for the wealthy.

This may be an especially auspicious time to serve in local government to help shape the future of our region. It feels like Jackson is at a critical juncture of shaping the future of the region. As Chip Jenkins expressed at a meeting, “While we can’t stop growth, we can shape it.” I think the council would benefit from someone, like me, who has a long history in the region but experiences elsewhere as well to offer perspective on these challenges and opportunities that really aren’t completely unique to here. I’ve been coming to Jackson since the 1980’s and lived in Driggs in the early 90’s so have seen how much has changed and how much has stayed fairly consistent.

I’m excited by the opportunity to work on keeping the best aspects of Jackson that have characterized this community, building on the many positive changes over the past few decades, all while embracing the inevitable changes and pressures inherent in our ever evolving world around us.

21. Conflicts of Interest:

I don’t think I have any particular conflicts. I volunteer for several organizations and might drop some of these if I become a council member. If any of these organizations had business before the council, I would recuse myself. These organizations include Teton Backcountry Alliance, Silicon Couloir, Jackson Hole Youth Soccer, and Hole Food Rescue. I taught at Summit High School for one year but am not affiliated with them or the school district any longer.

22. Underrepresentation:

I believe that the immigrant community is particularly underrepresented in Jackson government and other leadership positions, most especially the Latino population. While teaching at Summit, I worked with many Latino youth and heard their impression of how their community feels distanced here. I also am the Lead Mentor for

Voices JH and have learned much from Alin about issues pertinent to the immigrant community.

I speak some Spanish and have traveled extensively in Spanish speaking countries as well as other places around the globe and feel I am sensitive to cultural diversity and the perspectives of those outside the dominant culture in the US. My graduate degree was in Multicultural Foundations of Education and I have worked with diversity in various settings.

While I think attention to the perspectives and needs of diverse populations is valuable and something I raise in various settings in the community, ultimately I would like to push for actual representation of diverse voices even if they aren't elected officials. I can think of students I have worked with who can speak eloquently from their experience and I also know some adults who are not native born who can be strong representatives of their views. I think some kind of "guest" participants or an advisory group of diverse voices could bring useful perspectives to the work of the council and local government.

23. Unique Experience:

While I am not particularly religious, I have come to learn that my Jewish heritage gives me a unique perspective that shapes much of my public service and community work. The Jewish concept of Tikkun Olam, repairing the world, was instilled in me since I was young. My parents were public servants and serving the public good has always been a central value for my family and me.

And being Jewish, especially as a white male, has made me particularly aware of marginalized populations and the various (and often subtle) ways that individuals and groups can face discrimination, bias, and unequal opportunity.

These qualities led me to help found a middle and high school for "quirky" kids not thriving in the traditional school system. As founding director of this school, I learned a lot about managing staff, prioritizing budgets, and, most importantly, honoring diverse individuals and helping each student and teacher find success and feel valued.

My career as an educator has reflected my commitment to making a better world and believing in the possibility of each individual and the power of community. While perhaps a bit idealistic, I think keeping this positive belief in the possibilities to help create a better world is imperative to effective governance and for working through the frustrations and challenges of the policy making process.

24. Appointment Process:

I haven't run for office mainly because I recognize the bias in Jackson against anyone who hasn't lived here "long enough" (or maybe even against those who weren't born here;). I was asked to run for statewide office in Vermont but thought that was too much of a commitment (as well as being advised that I was too much of an independent thinker to be affiliated with either party there).

I also have valued the other candidates running for office here and felt they were a quality group and there were many who seemed qualified and would do a good job (and who seemed more desirous of the position).

I think I bring many qualities useful to the board and in service to the town. I have extensive experience on boards, managing budgets and personnel, and working as part of a team. I have background in public policy and understand a lot about government and the unique circumstances in the public sector.

I think I don't have a big ego investment in this position and simply want to be of service, help represent the full range of our constituents, and be a learner and leader. Beyond all the experiences I bring and the perspectives based on my varied life experiences and long association with Jackson (including the perspective of being a renter here now), I think my skill as a balanced thinker open to various viewpoints and my relatively quick processing of information and ideas is an asset to dealing with the complexity inherent in so many of the issues faced by local government. I don't think the council needs an ideologue or someone with a particular agenda. I believe we need a council that is sensitive to the range of perspectives and experiences of our whole town population and with a diversity of life experience that helps connect to the range of issues faced by our local community. I think I help complement the other members of the council and bring perspectives from experience here but also ideas from living elsewhere that can be valuable as we face the challenges and opportunities of our evolving community and the larger state, national and global world.

25. Shades of Gray

The most immediate example of a very difficult decision relates to the potential closing of the school I helped found in Vermont 26 years ago. Obviously, this is a tremendously emotional issue that affects the lives of kids, families, and staff and the legacy of this incredible school we created over two decades ago.

But the school is facing a considerable budget deficit and the demographics of the state (where they have 1% fewer students in every year for the last 20) seriously threaten the viability of the school now and going forward. As a board member, I worked to shape discussion to hear the views of others on the board and also encouraged the board leadership to reach out to staff, students and family for their perspectives.

I then helped to develop a process to dispassionately look at relevant "data" to get beyond just what people felt or wished was different. I helped the board identify the factors important to getting through the current year while also looking to viability in the future. Then we looked at each factor to see which, if any, offered hope for short or longer term potential for the sustainability of the school.

After looking at all these factors, including finances and numbers as well as personnel, leadership, the political and economic climate, etc., it seemed clear there were few factors that would sustain the school beyond this year even if it managed to close the deficit for this fiscal year. Once this was determined, the "gray" area looked much more black and white and despite the heartfelt desire we all have to keep this much loved school open, I tried to model leadership in expressing the need to make a decision, as hard as it is, to close the school.

But I also articulated the need to do this with grace and good will and the spirit that has guided the school since its inception and encouraged the school community to come together to go out in glory with the best educational experiences the students and teachers together can embrace for the remainder of the year. For the school, having rituals, rites of passage and processes that allow us to celebrate together are a huge part of creating a community where everyone feels valued and included.

Town Council Cover Letter

Dear Council Members,

I am applying for the open council position to continue my lifelong commitment to public service and working to improve my community. I realize that often a significant criteria for these elected positions is how long you've lived in the area and also that it may be a desire to increase the diversity of the council without adding more Anglo men. With that said, I think I bring assets valuable to the council, especially at this time when the long term future of Jackson may well be at the cusp of critical decisions.

As you hopefully will see from my answers to the application questions, I bring a wide range of experience, including visiting Jackson annually since 1980 and living in the area in the early 90s. My life experience and background have exposed me to a diversity of perspectives and elevated my sensitivity to marginalization and to lives that may be much different from mine.

There's a debate in sports about drafting the best overall athlete or to try to fill a particular need for the team. Usually the former is the route to building championship teams. My background in community service, employment, education, and my other pursuits (including deep involvement with the outdoors) give me grounding in almost every aspect of issues and responsibilities for the Jackson town council.

Perhaps most importantly, I don't bring a particular agenda to the board beyond serving the whole community and wanting to work productively with fellow council members for the best results for Jackson in the short term and into the future.

I appreciate your consideration and your service to the community.

Sincerely,
Rick Gordon

RICK GORDON



Education

University of Colorado

May 1995

Ph.D., Social and Multicultural Foundations of Education.
Awarded a University Doctoral Fellowship.

University of Minnesota

June 1985

M.A., Political Science. Completed all course work for Ph.D.
Focus in Organizational Theory and Public Policy.
Awarded a University Fellowship.

Stanford University

June 1981

B.A. with honors, Political Science with a concentration in Environmental Policy.

Professional Experience

Education Director

August 2023-September 2024

Wyoming Stargazing

Math Teacher

September 2022-June 2023

Summit Innovations School, Teton County School District
Long term substitute for public alternative high school.

Substitute Teacher

January 2022-June 2022

Mount Mansfield Union School District, Jericho, Vermont
Substitute teaching at all age levels, K-12 in a variety of subjects.

Student Teacher Supervisor

January 2022-June 2022

University of Vermont, Burlington, Vermont
Supervising two graduate level and two undergraduate interns at Mt. Abraham Middle School.

Director**December 2020-August 2021***Jewish Communities of Vermont, Burlington, Vermont*

Rejuvenating small non-profit with new communications platforms on website, blog, and weekly newsletter, as well as budget management and fundraising, program development, network expansion, and organizational revisioning.

Founding Director**June 2001-July 2020***Compass School, Westminster, Vermont.* www.compass-school.org.

Founding board member and school director. Educational leader for idealistic middle and high school serving as a model for choice in the public education system. In addition to managing the budget, supervising teachers, organizing the educational program, facilitating the board, managing the physical plant, and setting the overall vision for the school, taught high school Global Studies, sex education, and financial literacy, coached soccer, led annual Global Connections travel immersion program for the 11th grade class and advocated with the state legislature for expanded educational opportunities.

Educational Consultant**September, 2007-June 2015***Main Street Academix and The Center for School Climate and Learning, Henniker, NH*

Worked with schools throughout the U.S. connecting efforts to enhance school climate and classroom practice to improve academic results. Co-author and presenter of Transforming School Climate and Learning: Beyond Bullying and Compliance.

Adjunct Faculty**Winter and Spring 2009, 2010***New England College, Education Department*

Taught courses in "Educational Learning Communities," "Leadership for Educational Change," and "Inquiry Based Learning" for the M.Ed.Program in School Leadership.

Adjunct Faculty**Summer 2007-2013, Fall 2009***Antioch New England Graduate School, Education Department*

Taught "Leadership for Educational Transformation" and "The Learner Centered School" in the Principal Leadership Program.

Co-director, The Critical Skills-Education by Design Program**July 1997-June 2001***Antioch New England Graduate School*

Responsibilities included program direction and leadership, budget oversight, fundraising, management of 50 person teacher leadership community, new program development, creation of marketing materials and website, consultation with school districts and state agencies, publications, and facilitation of workshops and institutes. Consultant for district-wide teams of administrators and teachers working on school transformation. Developer of Problem Based Service Learning model for higher education.

Board Co-chair, Compass School**September 1998-June 2001**

Responsible for school founding, overall school design, curricular development, teacher hiring and supervision, and community relations for community based middle and high school.

Core Faculty**October 1994-June 2001***Antioch New England Graduate School, Education Department*

Taught curriculum and assessment, foundations, social context, and research courses. Advised practica and Master's projects in the Experienced Educators Master's Degree Program.

Facilitator, National Service Learning Assessment Network**January 1997-December 1999**

Coordinated and facilitated national and local study groups investigating best practices in assessing learning through service.

Ethnographer**October 1993-May 1994***Academy for Educational Development, New York City*

Responsible for formative and summative ethnographic evaluation of The Rocky Mountain Expeditionary Learning/Outward Bound School funded by the New American Schools Development Corporation.

Instructor, Foundations of American Education**June 1991-December 1993***University of Colorado-Boulder*

Designed and taught experienced-based courses including service-learning component, portfolio assessment, and policy development program.

Head of Dorms and History Teacher**November 1986-June 1989***The Putney School, Vermont*

Developed and co-instructed the inter-disciplinary ninth grade global studies curriculum, taught 11th grade U.S. history, Head of Dorms, Faculty Trustee on the Board of Trustees, and cross-country ski and bike team coach.

Group Travel Leader**June 1990-August 1990***Global Routes, Windsor NH*

Co-led community service program for American high school students in Bali, Indonesia.

Course Instructor**Autumn, 1989***Hurricane Island Outward Bound School, Newry, Maine*

Led backpacking and canoeing courses for adults and high school students.

Other Experience

President, Hard as a Rock Puzzles. Led small company that developed, marketed, and produced natural rock puzzles with educational and environmental focus. January 1993-April 1994.

Chief Executive Officer, Three Pin Productions. Designed, marketed, and produced polar fleece hats for children and adults. Eventually licensed rights to a national company. September 1990-January 1992.

Service

Silicon Couloir TEAMS Mentor, 2023-Present
Teton Backcountry Alliance Ambassador and Shuttle Driver, 2023-Present
Jackson Hole Youth Soccer Coach, 2023-Present
Hole Food Rescue Volunteer, 2024-Present
Jericho Town Trails Committee, 2021-2022.
Westminster School Board, Director, 2008-2020.
Windham Northeast Supervisory Union, Board Member, 2008-2020.
Brattleboro Area Jewish Community Board, Treasurer, 2017-2020.
Bellows Falls Rotary Club, 2018-2019.
National School Climate Standards Panel, September 2009-2012.
Bill Koch Ski Program, Putney Ski Club, Head Coach, 2007-2010.
Saxtons River Youth Soccer Association, Head Soccer Coach, 2002-2008.
Greater Falls Chamber of Commerce, Board of Directors, 2004-2006.
Saxtons River Recreation Area, Board Member, 2003-2009.
Compass School, Westminster, Vermont, Founding Board Member, May 1998-2005.
Character Education Advisory Board, New Hampshire Department of Education, 1999-2001.
Windham Northeast Supervisory Union Superintendent Search, Facilitator, June 1998.
Bellows Falls High School, School Improvement Team and Advisory Board, 1995-1998.

Other Activities

Nine month round the world trip with my family, August 2006-May 2007.
Graduate Student Representative, University of Minnesota Department of Political Science.
Three year letterman, Varsity Soccer and Ski Teams, Stanford University.
Peer academic advisor, Stanford University.
Extensive worldwide travel, bicycling, ski mountaineering, and backpacking.
Designed and built a tiny home on wheels.

Publications

Transforming School Climate and Learning: Beyond Bullying and Compliance, Corwin Press, 2012.

Problem Based Service Learning Field Guide: Making a Difference in Higher Education. Edited guidebook detailing practices and strategies for the implementation of service-learning by and for higher education faculty.

The Great Soccer Guide for First Time Coaches...and Beyond, Self-Published, 2015.

Educational Philosophy essays for the semi-annual Compass Journal, December 2001-June 2020.

"Fathering Journey: Do Something Big!" Daughters Magazine (12:3), May/June 2007.

"Travel Together: Real Quality Time," Mothering Magazine, September 2006.

"Want Safe Schools, Put the Kids in Charge!" Classroom Leadership (7:2), October 2003.

Service Learning and Assessment: A Field Guide for Teachers. Co-editor for National Service-Learning and Assessment Study Group's guide to best practices in the assessment of student learning through service, December 1999

Educator in the Workplace Training Manual. New Hampshire School to Career Partnership, Spring 1999.

"Balancing Real Problems with Real Results." Phi Delta Kappan, January 1998.

Master's and Doctoral Theses

"A Symphony of Humanness: Teachers, Teams, and their Students." An ethnographic study of the thinking of middle school teachers involved in grade level teams and the contextual conditions which influence the development of professional community. Spring 1995.

"Organizations in Action." A study of educational organizations and goal structures in Minnesota. Spring 1985.

"Universalism and Public Spending." A theoretical explication of bureaucratic spending and legislative preference ordering. Spring 1984.

References

Luther Probst

Gary Kofinas

Brittany Ziebell



Application for Town Council

Instructions: Please fill out this application and provide a cover letter and resume including two references with their contact information. If you would rather fill out a Word Doc, request it from the Clerk, listed below. Submit complete applications as email attachments to Town Clerk Riley Hovorka: clerk@jacksonwy.gov or bring a printed copy to Town Hall at 150 East Pearl by 4:00pm on Thursday, January 16. Direct questions to Town Manager Tyler Sinclair: tsinclair@jacksonwy.gov or 307-734-3480.

Application Questions

1. Full Name: David James Hunt
2. Residence Address: [REDACTED]
3. Mailing Address: [REDACTED]
4. Phone Number: [REDACTED]
5. Email Address: [REDACTED]
6. I am over 18 years of age: Y ☒ N
7. Resident of the State of Wyoming Since (month/year): 8/2019
8. I affirm I am a registered voter in the Town of Jackson: Y ☒ N
9. I affirm that I am not currently adjudicated mentally incompetent: Y ☒ N
10. I affirm that I have not been convicted of a felony, or if I have been convicted that my civil or voting rights have been restored: Y ☒ N
11. I understand that Council's current regular meetings are at 1:30pm and 6:00pm on the first and third Mondays of the month. Y ☒ N
12. I understand that special Town Council meetings, in addition to regular Town Council meetings, may be called by the Mayor or a majority of Council, as needed. Y ☒ N
13. I can attend Council's Retreat on February 12 and 13 of 2025. Y ☒ N

14. I understand that if selected, I will be appointed to fill the remainder (approximately 2 years) of a 4-year term that expires January 2027. Y ✓ N

Short-Answer: Please answer the following questions in a separate document in 500 words or less. Each question can be up to 500 words

15. Please describe any experience as a member of a board or decision-making body.

16. What do you see as the major challenges and opportunities facing the Town?

17. Given your understanding of Jackson's town government, what issues would you like to see the Town focus on?

18. What do you see as your role working in a team environment? How do you handle disagreement/conflict with colleagues about an issue or decision?

19. What do you see as the role of local government?

20. Thinking about Jackson's future, what excites you? What worries you? What role, if any, might local government play in crafting that future?

21. Please describe any conflicts of interest you may have or projects/issues on which you may need to recuse yourself.

22. Who do you feel is underrepresented in community conversations and how would you work to bring their voices to the table?

23. What unique perspective or life experience do you bring that could diversify the Council approach to decision-making?

24. The appointment process is done without input from voters. If you have not previously run for Town Council, why haven't you? Why should the Council appoint you when you have not been vetted by the voters? Alternatively, if you have previously run and lost, why do you feel the Council should do something voters chose not to do?

25. The Council makes a lot of "shades of gray" decisions; i.e., decisions where both sides make a compelling case. Please share an example of a difficult decision you've faced (whether professional or personal), and how you went about deciding it.

15. I was on the Alaska state board of veterinary examiners, a governor appointed position for 8 years, 3/2003 - 3/2011. I was chairman 3/2010 - 3/2011. I was on the Animal Control Board for the City of Sitka 2010 - 2019. I was the medical director of the Alaska Raptor Center 1995 - 2009.

16. Challenges: keeping essential workers in our town. Opportunities: best ski town in the world.

- 17
1. Housing for essential workers
 2. Overdevelopment
 3. Traffic congestion
 4. Budget deficit

18. I see myself as a voting member of a five person board. My role is to listen and deliberate issues and help make decisions, including directing city staff on specific issues and balancing the budget.

19. Local government should provide democratic and accountable government for the local communities. It should ensure the provision of services to the community in a sustainable manner, and promote social and conservative economic development. It should promote a safe and healthy environment.

20. What excites me about Jackson's future is for it to continue to strive as a small mountain community. Having grown up in Park City, I can appreciate what it means to be raised in a small and connected resort town. I am excited that my daughters have been in school here since they started kindergarten. What worries me is will Jackson stay a small mountain town or overdevelop? Is there responsible growth? Let's work hard to find it.

21. I do not foresee any conflicts of interest.

22. Small businesses in Jackson need representation, especially those businesses that support essential services.

23. I have nearly 30 years of owning a veterinary hospital and being a relief veterinarian in 5 states. I am accomplished at stepping into new veterinary clinics and providing animal care and working with new staff in such a way as to benefit the pets and the veterinary owners.

24. The time is right for me to apply for this position.

25. On the Alaska state board of veterinary examiners, I had to make decisions whether licensed veterinarians had practiced below the state's standard of care. Veterinary medicine, by its nature, can have a certain latitude in its practice. Talking through and deliberating these case with my fellow veterinarian board members helped us process the most difficult decision to revoke another veterinarian's license to practice. I believe this experience will carry over to this council and I will be a positive addition.

FROM THE DESK OF

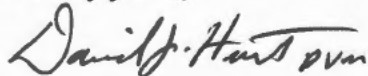
DR. DAVE MOBILE VET

January 15, 2025

Dear Mayor and Council Members,

I grew up in Park City, Utah and believe Jackson is wonderful place to raise a family. I have lived in Jackson part-time since 2008 and full-time since selling my Alaska veterinary hospital in 2019. I am a small business owner and know how difficult it is to find and keep employees. I look forward to working with everyone on the challenging issues facing our town.

Sincerely yours,

A handwritten signature in cursive script that reads "David J. Hunt DVM".

Dr. Dave Hunt

David J. Hunt, DVM

[REDACTED]

EDUCATION

May 1991 **Doctor of Veterinary Medicine**
Colorado State University, Fort Collins, Colorado

May 1987 **Bachelor of Science, Zoology**
Iowa State University, Ames, Iowa

VETERINARY EXPERIENCE

2017-Present **Veterinarian & Owner, Dr. Dave Mobile Vet & Relief Services, Jackson, Wyoming**

1994-Present **Relief Veterinarian at over 15 clinics in Alaska, Utah, Wyoming, VCA and NVA 1995-2019**
Veterinarian & Owner, Sitka Animal Hospital, Sitka, Alaska
Established a full service hospital specializing in diagnostics, surgery and quality care while growing an educated client base. Mentored a University of Alaska/Colorado State University veterinary student

1995-2009 **Medical Director, Alaska Raptor Center, Sitka, Alaska**
General medical care & rehabilitation for raptors with an emphasis on fracture repairs with external fixators

1993-1994 **Associate Veterinarian, St. Maartin Animal Hospital, St. Maartin Netherlands Antilles**

1992-1993 **Associate Veterinarian, Big Lake Animal Hospital, Big Lake, Alaska**

1991-1992 **Associate Veterinarian, Nellis Animal Hospital, Las Vegas, Nevada**

PROFESSIONAL DEVELOPMENT

Licenses held: **Alaska, Idaho, Montana, Utah and Wyoming**

2010-2019 **Animal Control board, City of Sitka, Alaska**

2003-2011 **State of Alaska Board of Veterinary Examiners, Governor Appointed Position**
Chairman, March 2010-March 2011

1990-Present **Member, American Veterinary Medical Association (AVMA)**

REFERENCES

Dr. Ernie Patterson [REDACTED]

Kate McGowan [REDACTED]



Application for Town Council

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Application Questions

1. Full Name: Antuanett Lopez Sani
2. Residence Address: [REDACTED]
3. Mailing Address: [REDACTED]
4. Phone Number: [REDACTED]
5. Email Address: [REDACTED]
6. I am over 18 years of age: Y ☒ N
7. Resident of the State of Wyoming Since (month/year): March 2021
8. I affirm I am a registered voter in the Town of Jackson: Y ☒ N
9. I affirm that I am not currently adjudicated mentally incompetent: Y ☒ N
10. I affirm that I have not been convicted of a felony, or if I have been convicted that my civil or voting rights have been restored: Y ☒ N
11. I understand that Council's current regular meetings are at 1:30pm and 6:00pm on the first and third Mondays of the month. Y ☒ N
12. I understand that special Town Council meetings, in addition to regular Town Council meetings, may be called by the Mayor or a majority of Council, as needed. Y ☒ N
13. I can attend Council's Retreat on February 12 and 13 of 2025. Y ☒ N

14. I understand that if selected, I will be appointed to fill the remainder (approximately 2 years) of a 4-year term that expires January 2027. Y ✓ N

Short-Answer: Please answer the following questions in a separate document in 500 words or less. Each question can be up to 500 words

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16. What do you see as the major challenges and opportunities facing the Town?

17. Given your understanding of Jackson's town government, what issues would you like to see the Town focus on?

18. What do you see as your role working in a team environment? How do you handle disagreement/conflict with colleagues about an issue or decision?

19. What do you see as the role of local government?

20. Thinking about Jackson's future, what excites you? What worries you? What role, if any, might local government play in crafting that future?

21. Please describe any conflicts of interest you may have or projects/issues on which you may need to recuse yourself.

22. Who do you feel is underrepresented in community conversations and how would you work to bring their voices to the table?

23. What unique perspective or life experience do you bring that could diversify the Council approach to decision-making?

- 24. The appointment process is done without input from voters. If you have not previously run for Town Council, why haven't you? Why should the Council appoint you when you have not been vetted by the voters? Alternatively, if you have previously run and lost, why do you feel the Council should do something voters chose not to do?**
- 25. The Council makes a lot of “shades of gray” decisions; i.e., decisions where both sides make a compelling case. Please share an example of a difficult decision you’ve faced (whether professional or personal), and how you went about deciding it.**

15. Please describe any experience as a member of a board or decision-making body.

1. During the Fall of 2024, I was invited to serve on the Catalyst Grant Review Committee with the Community Foundation of Jackson Hole. As a member of the Behavioral Health Grant Review Committee, I contributed to evaluating and supporting organizations addressing critical behavioral health needs in the community. The Catalyst Grant was designed to create partnerships with local organizations to implement sustainable mental and behavioral health services and find solutions to complex community challenges related to behavioral health. This experience involved assessing how \$300,000 in grant funding could be distributed effectively based on the grant's values, priorities, and the demonstrated needs of the community.
2. In 2024, I had the privilege of joining the Committee of the Womentum Leadership Summit (<https://womentumwy.org/join-us/women-in-leadership-summit/>). This role allowed me to connect with inspiring speakers beyond Jackson and bring impactful leadership opportunities to women in our community. I contributed to creating spaces for powerful stories, engaging workshops, and meaningful networking opportunities, all in alignment with Womentum's mission to empower women to lead.
3. I am a proud member of the treatment group of the Teton Behavioral Health Alliance (<https://www.cfjacksonhole.org/behavioral-health-initiative>), an initiative dedicated to improving the behavioral health system in Teton County, Wyoming. Through cross-sectoral collaborations and community-wide actions, I contribute to shaping meaningful experiences, fostering valuable connections, and enhancing access to essential resources for our community. I am committed to continuing my involvement with this initiative for years to come, as it aligns deeply with my mission to support and uplift the well-being of women who are seeking growth and a sense of belonging.

This participation aligns with both my professional and personal mission to create healthier generations in Teton County, as well as fostering leadership and representation. With this commitment in mind, I plan to continue participating in future committees and board memberships to further support meaningful change in the community.

16. What do you see as the major challenges and opportunities facing the Town of Jackson?

As a resident of the Town of Jackson for the past four years, I have immersed myself in this community, not only as a member of the workforce but also as someone who has made sacrifices and remained committed to achieving my professional goals. As a bilingual mental health therapist, I provide services in Jackson, the surrounding areas, and the state of Idaho, serving diverse populations and advocating for their health, addressing their trauma, and honoring their stories. Over these years, I have had the privilege of listening to over 3,500 stories, working alongside individuals, families, and communities who have faced significant struggles, presented in vulnerable states and made immense sacrifices.

Based on my experience, I see several major challenges and opportunities facing the Town of Jackson:

1. Community Development in a Rural Context

As a rural town, Jackson faces unique challenges in balancing growth and sustainability while honoring its humanity. One of the primary challenges is the limited diversification of the economy, which often focuses on specific sectors and does not consistently include or benefit all populations within the town. This presents a critical opportunity to expand public services, enhance education, preserve culture, and ensure inclusive representation in decision-making processes.

2. Health and Human Services Accessibility

In order to create a community that grows and achieves local participation, we need to focus on improving access to health, education, and human services for all residents, especially those in our workforce and

underserved populations. Many individuals and families struggle to access affordable, quality care in these areas, whether it be healthcare, education, housing, or community support.

The lack of accessible and affordable services has far-reaching effects, particularly for families who juggle multiple jobs, face economic challenges, or live in uncertain circumstances. Many individuals are uncertain about their future or their families, which further exacerbates stress and limits opportunities for long-term stability. Addressing the gaps in these critical services will provide better opportunities for everyone in the community, promoting well-being and improving quality of life for all.

3. Lack of Representation in Leadership

Despite the significant contribution of the Latino and Hispanic community to Jackson's growth and economy, their voice remains largely absent in leadership and decision-making spaces. It is worth noting that while there is a significant Latino population in Teton County, 'estimated at about 30%' based on the Wyoming Public Media article published on May 3rd, 2024 as well as student Latino enrollment statistics for Teton School District No. 1. This absence leads to a lack of trust in local government, particularly among these communities. The lack of representation limits the town's ability to address the unique needs of these populations and creates a barrier to fostering trust, empowerment, and collaboration. To move forward, it is essential that leadership reflects the diversity of the community, creating a trusted image and building stronger connections between government and its residents.

My intention in addressing these challenges is to offer a balanced voice and advocate for a more inclusive future for the Town of Jackson. There is an urgent need to recognize the contributions of the Latino and Hispanic community, who have played a vital role in Jackson's economic growth, and to provide them with the leadership, representation, and advocacy they deserve.

17. Given your understanding of Jackson's town government, what issues would you like to see the town focus on?

There are several critical issues I believe the town should focus on to build a sustainable, inclusive, and thriving community. These areas will not only improve the quality of life for current residents but also foster long-term success and prosperity for all.

1. Community Development

Jackson faces unique challenges in balancing growth with sustainability, particularly in the context of rapid development and its impact on rural life. A comprehensive plan for community development is essential, focusing on housing, infrastructure, and public spaces that promote community cohesion. Special attention should be given to ensuring that the town's growth benefits all populations, including minority and underserved groups. We need policies that promote affordable housing, support workforce families, and preserve Jackson's distinct character, while creating opportunities for all residents to thrive.

2. Health and Human Services

Access to quality health and human services is crucial for any community's well-being. Jackson's residents face challenges related to affordable healthcare, mental health services, and social support systems. It's important that the town invests in expanding and improving access to these services, particularly for workforce families, low-income households, and marginalized communities. Addressing mental health, substance abuse, family planning and healthcare disparities will create a healthier, more resilient population.

3. Social Justice and Public Safety

Creating a just and equitable community is a cornerstone of a thriving town. Jackson needs to prioritize social justice by addressing disparities in housing, education, healthcare, and employment. Public safety is a key part of this, with a focus on building trust between law enforcement and the community. This includes promoting community policing, improving transparency, and integrating mental health resources into public safety

initiatives. Ensuring that marginalized voices are heard in the decision-making process and actively working to eliminate discrimination and inequality will help build a more cohesive and just society.

4. Economic Diversification

Jackson's economy is heavily reliant on tourism, which makes it vulnerable to shifts in global trends and economic cycles. To create long-term stability, the town needs to focus on diversifying its economy. This can be done by supporting small businesses, fostering innovation, and attracting industries that provide year-round jobs. Policies that help entrepreneurs thrive, especially from underrepresented groups, will strengthen the local economy. Diversification should also include efforts to promote sustainable industries and green technologies, which align with Jackson's commitment to environmental stewardship. By expanding Jackson's economic base, we can ensure that the community remains resilient, adaptable, and able to provide stable employment for all residents.

18. What do you see as your role working in a team environment? How do you handle disagreement/conflict with colleagues about an issue or decision?

In a team environment, I see my role as one of collaboration, open communication, and mutual respect. One of my strengths is emotional intelligence, which allows me to connect with colleagues and others involved, helping me understand and respect their perspectives and emotions, especially in decision-making situations that may involve power dynamics or conflict. I strive to support team members by offering insights, sharing responsibilities, and ensuring that everyone's voice is heard and valued. I believe in fostering an environment where trust and transparency are prioritized, enabling more effective collaboration and problem-solving. When it comes to handling legitimate conflicts, I approach them with a focus on constructive dialogue and finding common ground. The phrase "Self-support turns to common support" is something I apply in my life. In order to help, listen, and influence others, I first support, listen to, recognize, and care for myself. By prioritizing self-care, I can be present with others as my basic needs are met, allowing me to contribute more effectively and influence opportunities for growth in areas such as psychological, logical, and social needs. I have found that taking responsibility for self-care often leads to better decision-making and stronger outcomes. In these situations, I take the time to listen to all perspectives, using emotional intelligence to manage my own emotions and remain calm and centered. I strive to find solutions that address the needs of the team while maintaining a productive and collaborative atmosphere.

19. What do you see as the role of local government?

I believe the role of local government is to be a responsive and inclusive entity that supports the well-being of its community by fostering equity, accessibility, and safety. It is responsible for creating policies and providing services that address the diverse needs of all residents, ensuring that no population is left behind.

In the case of Jackson, a town that is both rural and growing, the local government has the responsibility to ensure that economic development and sustainability are equally accessible to all members of the community, including marginalized groups. This involves working to bridge the gaps in education, healthcare, and public services, particularly for populations that may face challenges due to language barriers, legal issues, or socioeconomic factors.

20. Thinking about Jackson's future, what excites you? What worries you? What role, if any, might local government play in crafting that future?

What worries me is the challenge of maintaining a balance between growth and sustainability. Jackson faces unique pressures, particularly when it comes to housing, the economy, environmental conservation, wildlife, and various other human and local government factors. As the town grows, there is a risk of exacerbating inequalities and creating divides between those who have access to resources and those who do not. The rising cost of living is pushing many families out of the community they've helped build. Another concern is the

lack of representation for minority communities in decision-making spaces, along with the absence of inclusive leadership, which leads to a sense of distrust in local government. I believe our community is ready for a change—one that can shape Jackson’s future by ensuring diversification, development, and the creation of healthier communities.

What excites me, however, is the potential for positive change and growth that is rooted in inclusivity and sustainability. I see great opportunities for Jackson to continue to grow, but in a way that prioritizes the well-being of all residents. I am excited about the possibility of expanding access to affordable housing, supporting local businesses, and finding ways to create spaces where diverse voices are heard and valued. Jackson’s natural beauty and its potential as a community that values equity and connection are aspects I truly believe in. I believe local government plays a crucial role in crafting that future by ensuring that decisions are made with the long-term well-being of all residents in mind. We need leadership that listens, represents all community members, and finds solutions that balance growth, equity, and sustainability. I’m excited to contribute to that vision and to be a part of shaping a Jackson that future generations will thrive in.

21. Please describe any conflict of interest you may have or projects/issues on which you may need to recuse yourself.

No conflict of interest presented at this moment.

22. Who do you feel is underrepresented in community conversation and how would you work to bring their voices to the table?

The first underrepresented community is the immigrant population, which plays a vital role in the local workforce and the economic sustainability of our resort town. This community is often mischaracterized as being here solely for financial gain. However, they are the backbone of Jackson, maintaining and enriching the town when tourists and other privileged groups leave during holidays or the off-season. Their continued presence supports the community through food production, construction and maintenance, cleaning and janitorial roles, retail and delivery, snow removal, landscaping, and other essential positions.

As a gift to this community, I created a Spanish-language psycho-educational radio show, in partnership with 89.1 KHOL, our community radio, called *Cultivos de Sabiduría* (translated as *Crops of Wisdom*). Its mission is to transform destructive thoughts, feelings, and habits in order to lead a dignified life and cultivate wisdom. Episodes of *Cultivos de Sabiduría* address cultural, psychological, and social topics to raise awareness and foster positive emotional changes within individuals and their families/homes.

The second underrepresented group includes individuals working in agriculture, and farming. These communities have been integral to the growth and economy of both Jackson and Teton County. However, their challenges—whether related to sustaining their families, navigating agricultural difficulties, or addressing economic struggles—often go unacknowledged in public discussions.

23. What unique perspective or life experience do you bring that could diversify the council approach to decision making?

On the [USA FACTS website](#), an article reports ‘How has the population changed in Teton County?’ and references that between 2010 and 2022, the Hispanic or Latino population in Teton County increased by 0.8 percentage points, reaching 15.8% of its full population. As an immigrant who is now a proud U.S. citizen, a Latina, a professional, business owner and a compassionate human, I understand firsthand the importance of navigating decisions, sacrifices, and social dynamics in a bicultural environment. My background in mental

health and community advocacy equips me to approach issues with compassion, understanding, emotional intelligence, and a focus on long-term solutions to uplift town council perspectives and power.

I am committed to creating inclusive, equitable policies that ensure every community member has a seat and a voice at the table. I believe in the importance of representation and how having a Latina council member in a county where a third of the population is Latino would ensure better understanding of underrepresented communities

(<https://usafacts.org/data/topics/people-society/population-and-demographics/our-changing-population/state/wyoming/county/teton-county/>). My combination of professional skills, health, and life experiences enables me to offer a fresh, community-centered perspective that can help diversify the council's approach to decision-making.

24. The appointment process is done without input from voters. If you have not previously run for town council, why haven't you? Why should the council appoint you when you have not been vetted by the voters? Alternatively, if you have previously run and lost, why do you feel the council should do something voters chose not to do?

While I have not previously run for town council, my decision not to do so in the past was influenced by my legal immigration status, as well as my commitment to my professional work and other community engagements. I have always focused on making meaningful contributions to the Town of Jackson through my role as a bilingual mental health therapist, educator, community speaker and advocate. My professional experiences, combined with my active involvement in community advocacy, have shaped me into a strong leader with the skills to address issues that matter to our residents—issues that are sometimes hard to express or even recognize because no one has shared those life experiences.

Regarding the council's decision to appoint, I believe that my qualifications, unique perspectives, and deep connections to my community make me a valuable candidate to help further the Town of Jackson's sustainable growth.

While being vetted by voters is important, it's equally essential to recognize that strong leaders with the right experience and background can offer diverse viewpoints. In a community like ours, which is often considered affluent, there are groups that may be underrepresented, and my perspective can help bring their voices into the conversation and contribute to creating healthier, more inclusive generations.

25. The council makes a lot of "shades of gray" decisions; i.e. decisions where both sides make a compelling case. Please share an example of a difficult decision you've faced (whether professional or personal), and how you went about deciding it.

Over the past four and a half years living in Jackson, I've faced difficult housing situations that challenged my stability and tested my sense of belonging. While Jackson has become a place I love, these struggles forced me to evaluate my core values and what truly matters. Two of my key values are growth and stability, but through this experience, I came to the realization that my purpose in life—creating healthier generations through mental health, education, and connection—has to come first.

As one of the very few bilingual counselors in Wyoming, I knew that despite these challenges, I had to stay committed and prioritize my purpose, my well-being, and my family, while staying grounded in my mission to serve this community. My commitment to Jackson is unique, and my belief in teamwork has kept me moving

forward despite the obstacles. Though I didn't grow up here, Jackson has become my home. My dedication to making a positive impact in this community has only grown stronger, and I am here to stay. I am committed to fighting for the growth and well-being of our community, not just for today, but for the generations to come. I serve people from ages 4 to 55 in my therapy office, and I am passionate about helping individuals of all ages thrive.

Additionally, local government must prioritize the creation of safe, welcoming spaces for dialogue, where diverse voices, such as those of the Latino community and other minorities, are heard and represented in decision-making processes. It should be a space for transparency, trust, and the promotion of policies that foster long-term social justice and community empowerment. A local government that listens to and actively supports its workforce families, small businesses, and underrepresented populations is one that fosters community cohesion and resilience.

Ultimately, local government serves as a vital partner in creating a thriving, equitable, and inclusive community, where all residents have the opportunity to live, work, and contribute to the shared success of the town.

References:

Alin Badillo Carillo
Executive Director of Voices JH

Alice Widdess
Mentor, Non-profit consultant and Grant Writer

Merri Siler
Mentor

Antuanett Lopez

January 15th, 2025

Jackson, WY

[REDACTED]

[REDACTED]

Dear Members of the Jackson Town Council,

I am writing to express my sincere interest in the vacant seat on the Jackson Town Council. As a dedicated member of this community, a bilingual mental health therapist, educator, entrepreneur, community speaker, and advocate, I am eager to bring my skills, experience, and unique perspective to support Jackson's continued growth and help shape its future in an inclusive and sustainable way.

With a professional background in mental health, leadership, and community work, I am equipped to offer a holistic and empathetic approach to decision-making. I hold a Master's Degree in Mental Health and Rehabilitation Counseling, which has enabled me to provide mental health care to individuals and families in our community, trusted by more than 3,500 people in our area. My work has always been deeply connected to social justice and creating healthier generations. As a therapist, I have seen firsthand how essential community development and human services resources are, especially in a growing and diverse community like ours. This experience has helped me develop strong problem-solving skills, the ability to listen, and a commitment to fostering equity, safety, and solutions that benefit everyone.

In addition to my professional background, I have been actively involved in local nonprofit organizations and community initiatives, where I have honed my skills in leadership, advocacy, and community engagement. As a community speaker and podcast producer, my core values are mental care, education, and connection. I have worked to ensure that underrepresented families have an accessible space to receive education in their first language, through my podcast and community presentations in partnership with various organizations. My mission is to create healthier generations, starting with the individual and extending to their family members. I believe these experiences have given me the ability to collaborate with diverse groups and understand the broad spectrum of challenges our residents face.

I am particularly passionate about this opportunity because I believe in Jackson's potential to become an even more diverse, supportive, and equitable town. With the ongoing challenges of rising housing costs, a lack of affordable housing, and the need for stronger representation of minority communities, it is critical to highlight that Teton County has a significant Latino

population, estimated to be around 30%, according to a Wyoming Public Media article from May 3rd, 2024, as well as data on Latino student enrollment in Teton School District No. 1. The lack of representation of this community in local government has led to mistrust of authorities, particularly within these groups. This absence of representation hampers the town's ability to address the specific needs of these populations and creates a barrier to building trust, empowerment, and collaboration. Moving forward, it is crucial for leadership to reflect the community's diversity in order to establish trust and foster stronger connections between the government and its residents.

My commitment to community service and my desire to ensure that all experiences and stories are heard and respected align perfectly with the mission and goals of the town council. I am excited about the opportunity to work with the council to create policies that support the well-being of our residents, address long-term sustainability, and improve the overall quality of life for everyone in Jackson. I bring a perspective that values collaboration and teamwork. As someone who has worked directly with individuals and also been involved in broader community initiatives, I believe I can strengthen the council's ability to work together and improve decision-making processes. I have the skills to support the team in tackling difficult issues, creating transparent communication, fostering emotional intelligence, and building a greater sense of trust in local government.

I am confident that my unique combination of skills, experience, and passion will be an asset to the Jackson Town Council. I would be honored to bring my energy, commitment, and vision to this role and contribute to the health and safety of our citizens.

Thank you for considering my application. I look forward to discussing how I can contribute to the future of Jackson and support the council team. All of our voices matter.

Sincerely,

Antuanett Lopez

ANTUANETT LOPEZ SANI

Jackson, WY 83001

SUMMARY

A highly skilled, dynamic and solutions-oriented professional dedicated to providing exceptional care and implementing effective treatment plans to individuals exposed to mental illness. Distinguished for leadership team, community speaker and advocate whose mission is to create healthy generations through mental care, education and connection.

EDUCATION

UNIVERSITY OF ARIZONA, Tucson, AZ May 2021 **MA., Rehabilitation and Mental Health Counseling**, GPA 4.0

- RSA Scholar

KEAN UNIVERSITY, Union, NJ May 2019 **B.A., Psychology and Health Education**, GPA 3.5

- Study Abroad: Seoul, South Korea (2017) - Psi Chi Honor Society - Cum Laude Honors

Additional Qualifications

- Licensed Professional Counselor in the state of Wyoming and Idaho

EXPERIENCE

RECONCILIATION HEALTH THERAPY, Clinical Bilingual Therapist Jackson, WY November 2024 – Present

- Provide culturally sensitive, bilingual support to individuals and families to address a wide range of mental health concerns such as trauma, anxiety, depression, relationships challenges and more.
- Collaborate with multidisciplinary teams to ensure comprehensive care, develop individualized treatment plans and advocate for clients navigating systematic barriers.

TETON BEHAVIOR THERAPY, Clinical Bilingual Therapist Jackson, WY February 2021 – January 2025

- Perform therapy sessions in a controlled environment, using verbal interaction to explore behavior, attitudes and emotions.
- Diagnose and create personalized treatment goals to support the therapeutic process of the client; while applying evidence based practice theory to overcome social and emotional challenges.

MATRIX ABSENCE MANAGEMENT, Vocational Counselor Intern Tucson, AZ Sept 2020 – Dec 2020

- Perform rehabilitation evaluation, planning, problem-solving counseling, supportive guidance, adjustment counseling and case management to improve individuals job style.

TUCSON UNIFIED SCHOOL DISTRICT – HEALTH SERVICES Tucson, AZ October 2019 – March 2020
Substitute Health Assistant

- Maintain a safe, secure, and healthy school environment by providing medical care, as well as, implementing and evaluating direct student care
- Initiate, maintain, and update student medical and health records and databases on an on-going basis

COPE COMMUNITY SERVICES, INC., Mental Health Counselor Intern Tucson, AZ January – April 2020

- Dedicated to help individuals reclaim their lives through effective prevention, psycho-education and other mental

health services.

ASSOCIATES IN MENTAL HEALTH & DEVELOPMENTAL DISABILITIES Orange, NJ March – August 2019

Administrative and Behavior Assistant

- Assist, manage and develop in the planning and management of the office tasks, such as filling, generating reports and presentations
- Responsible for one on one teaching sessions with young children with autism using a variety of applied behavior analysis techniques.

LEADERSHIP AND HONORS

- **Host and Producer - 89.1 KHOL Jackson (2024 to Present):** Created the first Spanish psycho-education radio show in Jackson named Cultivos de Sabiduria / Crops of Wisdom. Develop outlines and record episodes in the first language of mental health and social psychology topics.
- **Womomentum Leadership Summit Committee (2024 to Present) :** Develop and maintain a leadership development program, participate in meetings with potential speakers, provide insight, information, and advice to the board.
- **Teton Behavioral Health Alliance (2024 to Present) :** A member of the treatment working group that asset and develops innovative community initiatives and resources for Teton counties and its residents.
- **Latine Professional Network (2023 to Present):** A member of a community group that fosters Latine Professionals in Teton County, and advocates for changes and empowerment initiative for BICOP professionals.
- **Peer Support Leader, College of Education (2020):** Provide guidance and support to University of Arizona students during the pandemic of COVID-19. Assist students to improve their mental health through conversations and activities.
- **Counselor, Med-Start Program (2020):** Selected to be a counselor/mentor to 45 first-generation Arizona high school students who wanted to pursue higher education. Assist students with professional growth and help develop various skills for college and current obstacles.
- **Student Leader, Jewish National Fund (2018-2019):** Selected from a competitive application process for a scholarship to explore the Jewish community and the democratic country of Israel through meetings with political, cultural and community leaders from diverse backgrounds

ADDITIONAL

● Professional Activities:

- 2 year speaker for the National Resource Center on Domestic Violence.
- Developer and 3 year presenter of the Latina Empowerment Circle.
- A community speaker who offers leadership, social, and community mental health strategies to local organizations and school districts.

References:

Alin Badillo Carillo
Executive Director of Voices JH

[REDACTED]

[REDACTED]

Alice Widdess
Mentor, Non-profit consultant and Grant Writer

[REDACTED]

[REDACTED]

Merri Siler
Mentor

[REDACTED]

[REDACTED]



Application for Town Council

Instructions: Please fill out this application and provide a cover letter and resume including two references with their contact information. If you would rather fill out a Word Doc, request it from the Clerk, listed below. Submit complete applications as email attachments to Town Clerk Riley Hovorka: clerk@jacksonwy.gov or bring a printed copy to Town Hall at 150 East Pearl by 4:00pm on Thursday, January 16. Direct questions to Town Manager Tyler Sinclair: tsinclair@jacksonwy.gov or 307-734-3480.

Application Questions

1. Full Name: Ben Mackay
2. Residence Address: [REDACTED]
3. Mailing Address: [REDACTED]
4. Phone Number: [REDACTED]
5. Email Address: [REDACTED]
6. I am over 18 years of age: Y ☒ N
7. Resident of the State of Wyoming Since (month/year): June / 2012
8. I affirm I am a registered voter in the Town of Jackson: Y ☒ N
9. I affirm that I am not currently adjudicated mentally incompetent: Y ☒ N
10. I affirm that I have not been convicted of a felony, or if I have been convicted that my civil or voting rights have been restored: Y ☒ N
11. I understand that Council's current regular meetings are at 1:30pm and 6:00pm on the first and third Mondays of the month. Y ☒ N
12. I understand that special Town Council meetings, in addition to regular Town Council meetings, may be called by the Mayor or a majority of Council, as needed. Y ☒ N
13. I can attend Council's Retreat on February 12 and 13 of 2025. Y ☒ N

14. I understand that if selected, I will be appointed to fill the remainder (approximately 2 years) of a 4-year term that expires January 2027. Y ✓ N

Short-Answer: Please answer the following questions in a separate document in 500 words or less. Each question can be up to 500 words

15. Please describe any experience as a member of a board or decision-making body.

16. What do you see as the major challenges and opportunities facing the Town?

17. Given your understanding of Jackson's town government, what issues would you like to see the Town focus on?

18. What do you see as your role working in a team environment? How do you handle disagreement/conflict with colleagues about an issue or decision?

19. What do you see as the role of local government?

20. Thinking about Jackson's future, what excites you? What worries you? What role, if any, might local government play in crafting that future?

21. Please describe any conflicts of interest you may have or projects/issues on which you may need to recuse yourself.

22. Who do you feel is underrepresented in community conversations and how would you work to bring their voices to the table?

23. What unique perspective or life experience do you bring that could diversify the Council approach to decision-making?

- 24. The appointment process is done without input from voters. If you have not previously run for Town Council, why haven't you? Why should the Council appoint you when you have not been vetted by the voters? Alternatively, if you have previously run and lost, why do you feel the Council should do something voters chose not to do?**
- 25. The Council makes a lot of “shades of gray” decisions; i.e., decisions where both sides make a compelling case. Please share an example of a difficult decision you’ve faced (whether professional or personal), and how you went about deciding it.**

Short-Answer: Please answer the following questions in a separate document in 500 words or less. Each question can be up to 500 words.

15 Please describe any experience as a member of a board or decision-making body.

- Approximately 15 years interfacing with small business owners, setting up boards and managing entrepreneurial companies
- Approximately 28 years serving on the board of my family ranch in Montana, founded in 1901. Managing 6 generations and a wide variety of interests
- Former NOLS instructor teaching leadership and communication skills mostly in Alaska and the Tetons

16 What do you see as the major challenges and opportunities facing the Town?

- Challenges (some of these are obvious)
 - Housing (will always be a complex issue)
 - Maintaining town/community culture in the face of heavy tourism
 - Maintaining town/community culture in the face of re-development
 - Balancing public demand on town resources
 - Interfacing with Teton County and broader state government
- Opportunities
 - Coordinate visitation and transportation with Teton Village (perhaps this is already being done)
 - Set a vision for the next 10-15 years for town culture

17 Given your understanding of Jackson's town government, what issues would you like to see the Town focus on?

- Maintaining a residential / community culture vs becoming 'hollow'
- Balance supporting tourism with protecting town character – visit this town because it's a great town and you can feel the cohesiveness
- Maintain policy that is consistent with the "future vision" of Jackson

18 What do you see as your role working in a team environment? How do you handle disagreement/conflict with colleagues about an issue or decision?

- I prefer to begin by listening and trying to understand what is not being said. Who has ideas / thoughts that is not speaking up?
- I enjoy differing view points and intelligent debate, so if someone disagrees with me or vice versa, I'm likely to ask more questions and see if I can understand if it's really full disagreement or simply a different way of looking at something.
- I'm a solutions-oriented person and I'd say a weakness of mine is jumping to a solution without taking the time to bring everyone along.

19 What do you see as the role of local government?

- Administer public services to its constituents
- Manage a budget to support broad community goals
- Maintain a long-term vision for the community (10-15 years)
- Develop, interpret and oversee rules regarding economic development and opportunity

20 Thinking about Jackson's future, what excites you? What worries you? What role, if any, might local government play in crafting that future?

- Exciting
 - Redevelopment – In the next 10-15 years, I see the town getting completely re-developed. That's exciting! This could be a really amazing opportunity as long as we're able to keep people actually living in Jackson rather than having a town full of condos/townhouses and HOA fees.
- Worries
 - Redevelopment – I'm hopeful that this is done in a way that maintains town / Wyoming culture and traditions.
 - It's also important to retain a town where people feel pride / ownership and not just commute daily to a job.
- Government Role
 - Development regulations / zoning / incentives
 - Public / private partnerships to achieve goals
 - Distilling data to inform decisions / votes, rather than relying on emotion

21 Please describe any conflicts of interest you may have or projects/issues on which you may need to recuse yourself.

- Not aware of any

22 Who do you feel is underrepresented in community conversations and how would you work to bring their voices to the table?

- I'm not sure who is underrepresented, just because I haven't been in the mix. I'd say the service workers who work 2,3,4 jobs and don't have time or energy to attend meetings or keep up on the decisions. That includes the 20-something ski bums which I would argue are part of the culture.
- Perhaps have a town page in the daily (free) paper that outlines the current items being addressed and meeting time/location/zoom link/email at the bottom of the page

23 What unique perspective or life experience do you bring that could diversify the Council approach to decision-making?

- I've been a wilderness guide and I've also single-handedly structured private equity leveraged buyouts.
- I've been a ski bum in Park City and Sun Valley. I've worked ski patrol and been an avalanche forecaster.

- I've lead teams in business and on wilderness expeditions
- I've worked fencing jobs on ranches
- I set up one of the first wetland mitigation banks in Montana (EPA, DEQ, FWP, etc)
- I've had businesses "taken" from me by lenders when things didn't go well. I have also been very lucky to be successful in other businesses.
- I put down everything I had in 2012 to buy a lot in town and camped in an unlivable cabin until I could renovate it
- I have a degree in Environmental Policy and an MBA
- In my 20's, I lived in Park City and Sun Valley (and other places) and I wondered "how do end up living in these places?" So I left those towns because it became clear to me that I had to leave and learn to start a business if I ever wanted to live in a mountain town. Things are a little different now, but I was lucky that the real estate market timing matched up with my timing

24 The appointment process is done without input from voters. If you have not previously run for Town Council, why haven't you? Why should the Council appoint you when you have not been vetted by the voters? Alternatively, if you have previously run and lost, why do you feel the Council should do something voters chose not to do?

- I haven't run because I've been busy raising two kids (5 and 6) and building a company, but now I seem to have more "free time"
- Council should appoint me because I have a very diverse set of skills, experience and perspectives. I can relate to almost anyone. I live in Jackson, I'm raising two kids here and I don't plan on leaving, so I'm dedicated to this community.

25 The Council makes a lot of "shades of gray" decisions; i.e., decisions where both sides make a compelling case. Please share an example of a difficult decision you've faced (whether professional or personal), and how you went about deciding it.

- Most of my personal or professional decisions have a high degree of personal motivation. In those cases, I'm usually trying to make something happen (or not happen) for myself. So, those decisions are easy. Government is different.
- In the context of the Town Council and government in general, I think it's a different animal because decisions are (or should be) made on behalf of a broad constituency with varying motivations and interests. In that sense, it can be difficult or impossible to satisfy every viewpoint, so it's important to consider all of the data and move forward with a decision that benefits / satisfies the broadest swath of interests, while maintaining a broad long-term vision and not tying our hands for changing circumstances in the future.
- To some extent, government needs to "save people from themselves" otherwise, human nature and economics would take over and civil society would be more difficult to maintain.

- In the face of two compelling cases, I would ask, “is this consistent with our long-term vision? If not, does it inform a different perspective on our long-term vision? Do we need to step back “zoom out” and re-look at things?”
 - Effectively, two compelling cases are a chance to listen and learn with an open mind, but the ultimate choice should be consistent with a pre-determined long-term vision or guiding principal. AND, sometimes the cases presented might precipitate an adjustment of the long-term vision or guiding principal.

Ben Mackay
Jackson Town Council Cover Letter
January 2025

Hello,

I'm interested in serving on the Jackson Town Council. I've lived in town since 2012, am a homeowner, have two kids and am dedicated to the town.

I have a diverse background that I think would be well-suited to thinking through the various issues and opportunities before the town now and in the future.

Thanks for your consideration.

Ben

[REDACTED]

References:

Kathleen Belk Doffermyre (friend)

[REDACTED]

Joe Moore (neighbor)

[REDACTED]

BENJAMIN S. MACKAY

PROFESSIONAL EXPERIENCE

LONG TRAIL HOLDINGS, Jackson, WY 2014 - Present

Principal

- Source, negotiate and manage acquisitions of companies with \$4 to \$10 MM in revenue
- Oversee various aspects of management and growth of acquired companies
- Network with business brokers and maintain a pipeline of opportunities

EVOLVE CAPITAL, Dallas, TX 2008 - Present

Principal

- Sourced, negotiated and managed acquisitions of companies with \$8 to \$30 MM in revenue
- Oversaw on-going management and growth of portfolio companies
- Managed all in-bound and out-bound communication with brokers and investment bankers

WELLS FARGO BUSINESS CREDIT (WFBC), Boston, MA 2007 - 2008

Collateral Examiner

- Conducted in-depth quarterly audits of portfolio company assets securing loans up to 25 million dollars.
- Regularly interfaced with CFOs and CEOs.
- Uncovered three fraud cases and oversaw the liquidation of one company.

CLOUDVEIL MOUNTAIN WORKS, Jackson Hole, WY Summer 2006

Summer Intern

- Created the Spring 2007 sales forecasting spreadsheet model.
- Restructured Canadian distribution and recouped double-paid import fees.

THE ROSEBUD GROUP REAL ESTATE OPPORTUNITY FUND, Red Lodge, MT 2004 - Present

Founder and Vice President of Operations

- Assembled a specialized team of highly qualified individuals.
- Worked on the investment proformas, private placement memorandum and subscription agreement.
- Identified investment opportunities in emerging western towns that provide 20%+ returns for investors, oversaw construction and interacted with local governments. A focus on existing building renovation.
- Current fund assets 1.6 million dollars.

ENVIRONMENTAL RESOURCE CENTER (ERC), Sun Valley, ID 2003-2005

Program Director

- Created, implemented and marketed over 130 programs provided by the ERC. These included nature walks, film festivals, recycling, noxious weed management, photography and seminars.
- Managed a staff of two and volunteer pool of 200 people.
- Impacted public policy by serving on several city and county level committees.

NATIONAL OUTDOOR LEADERSHIP SCHOOL (NOLS), Alaska, Idaho 2001 - 2006

Course Leader – Sea Kayaking, Back Country Skiing

- Responsible for the health, safety and learning of up to 12 novices on one-month-long, self-supported expeditions.
- Taught leadership, communication and wilderness travel skills with a goal of self-sufficiency.
- Led more than 150 participants through 13 rigorous months in Alaska and Wyoming.

SKI PATROL, Avalanche Control, Park City, Utah 2000 - 2002

Full-time Patrol

- Two years ski patrol, daily patrol along with regular avalanche routes

EDUCATION

F.W. OLIN GRADUATE SCHOOL OF BUSINESS, Wellesley, MA 2005-2007

AT BABSON COLLEGE

Master of Business Administration degree, May 2007.

- Course work focusing on Mergers and Acquisitions as well as Entrepreneurial Finance.
- Awarded the Student Government Award for “selfless dedication to fellow students”.

COLBY COLLEGE, Waterville, ME

1996-2000

Bachelor of Arts degree in Environmental Policy, May 2000.

- **SCHOOL FOR INTERNATIONAL TRAINING (SIT)**, Tanzania, East Africa Spring 1999
Completed six months in Tanzania, studying wildlife, ecology and conservation. Became conversational in Swahili. Climbed Mt. Kilimanjaro.
- **SEA EDUCATION ASSOCIATION (SEA)**, Woods Hole, MA Fall 1996
Sailed through the Caribbean, studying Nautical Science, Oceanography and Maritime History.

THE BLAKE SCHOOL, Minneapolis, MN

1992-1996

ADDITIONAL INFORMATION

I have a working knowledge of French and Swahili. I am an avid telemark skier, fly fisher, sailor, mountain biker, climber, SCUBA diver, private pilot (165 hours) and adventurer. Self-sufficient horseback rider with wilderness horse packing experience. Built two Kevlar canoes and led a three-week, self-supported tour of the Boundary Waters Canoe Area Wilderness (BWCA). Planned and paddled the entire coast of British Columbia and Maine via sea kayak. Former Wilderness EMT and paraglider. Summited Kilimanjaro in 1999 and Aconcagua in 2007. Climbed various peaks in the Tetons including the Grand Teton multiple times via the Upper Exum and OS routes. People describe me as confident, curious, calm under pressure, enthusiastic and resilient.



Application for Town Council

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Application Questions

1. Full Name: Zachary Adam Padilla
2. Residence Address: [REDACTED]
3. Mailing Address: [REDACTED]
4. Phone Number: [REDACTED]
5. Email Address: [REDACTED]
6. I am over 18 years of age: Y ☒ N
7. Resident of the State of Wyoming Since (month/year): July/2010
8. I affirm I am a registered voter in the Town of Jackson: Y ☒ N
9. I affirm that I am not currently adjudicated mentally incompetent: Y ☒ N
10. I affirm that I have not been convicted of a felony, or if I have been convicted that my civil or voting rights have been restored: Y ☒ N
11. I understand that Council's current regular meetings are at 1:30pm and 6:00pm on the first and third Mondays of the month. Y ☒ N
12. I understand that special Town Council meetings, in addition to regular Town Council meetings, may be called by the Mayor or a majority of Council, as needed. Y ☒ N
13. I can attend Council's Retreat on February 12 and 13 of 2025. Y ☒ N

14. I understand that if selected, I will be appointed to fill the remainder (approximately 2 years) of a 4-year term that expires January 2027. Y ✓ N

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- 25. The Council makes a lot of “shades of gray” decisions; i.e., decisions where both sides make a compelling case. Please share an example of a difficult decision you’ve faced (whether professional or personal), and how you went about deciding it.**

15. Please describe any experience as a member of a board or decision-making body.

“Service over self” is a phrase I learned as a Rotarian. As a past President of the Rotary Supper Club, I had the pleasure to guide our board into a better functioning team. Just as I am the Vice President of the Lions, we need to adjust the way we function in these current times. The most difficult position for me was being the President of my HOA. There we needed to be incredibly creative. It was all a fantastic experience.

These were all difficult positions but the hardest ones for me were the subcommittees where I didn’t have the final say in any matter. I always tried to act as a member of the team to support the greater cause. For instance, Road to Zero Waste subcommittee of the ISWR. This was all about how to educate the community regarding recycling. Age Friendly JH, where we wanted to make all of Jackson accessible to all ages. Habitat for Humanity’s annual Halloween fundraiser. The group that started this event eventually got a little older, had a few kids and no longer had the ability to come out to support this fundraiser. How do we build a new fundraiser?

I had the honor and pleasure to serve on all these boards and I learned a lot. It didn’t matter how big or small the goals were for each of these. I was dedicated to them with all the energy and resources I could muster. Some of these were as minute as raising \$500 for One 22, or \$1000 for Climb Wy, or even putting together a bra for Bras for a Cause. No matter what, I was always prepared to get the job done. My goal has always been to find the resources no matter what in order to support those in need. It was always an honor to be useful and helpful to these amazing causes.

16. What do you see as the major challenges and opportunities facing the town?

It seems ironic to me that this town has finally taken a position on Gregory Lane. When I heard about this issue many years ago it seemed odd to me that it wasn’t a more prominent discussion. I see many issues like this that are an opportunity for discussion. The challenge in any circumstance is how to represent the community as a whole. These issues are not just Republican or Democrat party issues. The concerns of this community are human concerns. Politics and the Town Council are not partisan. If I’m appointed to this board, I hope to bring a sense of community instead of a partisan political agenda. The challenge/opportunity I see is filling this seat with someone who has a sense of community. Not just a one-sided political agenda.

17. Given your understanding of Jackson’s town government, what issues would you like to see the Town focus on?

Over the course of the last 8 years, I’ve had the pleasure of knowing many of our elected officials. Every single time I sit down with any of them they educate me on so many issues that I was not aware of. Everything from sewage issues, traffic, density, zoning, LDRs, funding for public services, etc. I know there are so many concerns in every single subject and each one is incredibly complicated. However, the community spoke up back in 2013. The people who make up this community are not just Jackson residents. They come from several neighboring communities. Their concern is Housing, and Community Culture.

That being said, I'd like to focus on mental health, making sure we are still the "last of the old west", and provide ongoing support for our young people to have the same opportunities I had to succeed in life and support their families. That might mean we need better infrastructure or pathways for bikes. It could also mean that we need to readjust the budget to support other organizations that build up our community. Maybe, we need to work with Wydot or Spet Taxes in order to fund projects that support the working class.

18. What do you see as your role working in a team environment? How do you handle disagreement/conflict with colleagues about an issue or decision?

This question carries a good deal of weight in my mind. I lost my race for Town Council in 2018. Thank God I did because I wasn't ready to serve this place I call home. Since then, I've had the pleasure of talking regularly with Mayor Jorgensen and Councilman Schecter as well as other elected officials. Every conversation I had was educational, informative, and many times we would disagree on the solution to any problem. However, I know all our hearts were in the right place. No matter the outcome I always felt that we were able to respect each other and focus on the big picture.

Some people don't understand my style and how I do things. I don't take anything personally. I put all my energy into accomplishing any goal. The job of the Town Council is to serve this community. I will work with anyone who understands the weight and pressure these service members are carrying. We may disagree on certain subjects but as long as we continue to do the best we can then I'll work with anyone.

19. What do you see as the role of local government?

Teton County and the town of Jackson have an uphill battle regarding the state of Wyoming and these unprecedented times. I believe local government should work within their state constitution to represent the local communities. Jackson is facing multiple issues that the rest of the state simply doesn't understand. Our job as local leaders are to shed light on these issues and face them head on in order to better represent the unique interests of Jackson.

Now that Wyoming is facing similar challenges it seems to me that Jackson can also be a beacon of hope for the future for the rest of the state to see what equality, freedom, and individual liberty can look like. Our local government can give locals hope for the future of this amazing and beautiful place. Our local officials can protect wildlife, and the landscape that makes Jackson what it is as well as stimulate opportunities for families to raise their little ones safely with great education. We can generate a policy for the working class to have rigorous prospects to build a life and support their families.

20. Thinking about Jackson's future, what excites you? What worries you? What role, if any, might local government play in crafting that future?

The focus and dedication to affordable housing in Jackson excites me. I'm worried about our working class. We must be dedicated to our police force, EMTs, teachers, nurses, etc. Building more affordable housing in Teton County is a key to our future.

Currently, it is difficult for any family to support themselves financially. Growing up we had to be very careful about how we spent what little money we had. I was very lucky to buy a condo here in Jackson in 2018. I am far from wealthy, and I understand this struggle. I worked hard to build my companies and have been able to consider all of them a success. Others in this community are not so lucky. They need to work 2 or 3 jobs to provide for their families.

The affordable housing department has a huge task to help make sure that our servers, bartenders, bussers and hosts have a place to live in the community that they work in. My relationship with the hospitality industry has shown that housing is an ongoing challenge locally.

Our town council needs to be aware of these facts: Since 2018 housing inventory in Wyo is down 39%, median price is up 49%, the average rent is up 46%. These issues are not just Jackson issues but now span the entire state. If we put our minds/resources to the task Jackson could provide a potential model for those struggling throughout the state and generate an example for solving these housing issues. More importantly, keeping the talented young people in the state for professional services that we so desperately need such as doctors, teachers, nurses, and first responders.

21. Please describe any conflicts of interest you may have or projects/issues on which you may need to recuse yourself.

The other week I had the pleasure of speaking at length with newly elected Mayor Jorgensen. I did mention my business interests regarding liquor licensed businesses. If possible, I would be a voice to represent the hospitality industry. It might be worthwhile for me to voice my opinion on any number of subjects, but I may need to abstain from voting. If our legal council determines that I do need to recuse myself from the subject, then I would be happy to do so.

22. Who do you feel is underrepresented in community conversations and how would you work to bring their voices to the table?

It is nearly impossible to have enough representation for the working class, and our thriving hospitality industry. As someone who is a member of [REDACTED], the Hispanic Community, and the working class I believe that I would be able to bring their issues to the table.

These groups don't have the time or resources to run for office or even be on any of our volunteer boards. With all the experiences I've had in Jackson there is a certain class in our society that desperately wants to represent these people but many of them have not dealt directly with the issues these people face. I have. I have family members and friends who have struggled with housing, jobs, drugs, alcohol addiction. I understand the pain and frustration. I hope to represent this community because many elected officials just can't understand.

The hardest part we need to realize as Town Council is that Jackson is made up of several small businesses that help define the culture of our town. Many of those small business owners can't afford to live in the town of Jackson. They represent Jackson and the Town Council needs to represent them even if they can't vote.

23. What unique perspective or life experience do you bring that could diversify the Council approach to decision-making?

As I alluded to above, I came to Jackson with no money in my bank account. I worked hard, I fought for a better life for me and my family. I started here in Jackson with nothing, and I've built "something". There are numerous members in our community that are fighting every day for the same opportunity. I believe that I can add some value to this conversation. If nothing else, I believe that I can encourage the working class to keep going. That they deserve every opportunity to succeed. My life goal is to build them up and support them. However, I don't have a law degree, I don't have a political science degree. I have a business degree, a big heart, and sound logic. One way or the other I plan to put my experience to good use by serving this community in any way possible.

I ask that this council and any leaders in this community do the same. If I'm not elected, I hope that someone smarter, stronger and more experienced give me some guidance as to how I can help build these people up further. If nothing else I hope I can be an example of what it means to fight for something you believe in, succeed and show others how valuable they really are.

24. The appointment process is done without input from voters. If you have not previously run for Town Council, why haven't you? Why should the Council appoint you when you have not been vetted by the voters? Alternatively, if you have previously run and list, why do you feel the Council should do something the voters chose not to do?

Most of all the Council is aware that I ran for Town Council in 2018. I lost for one reason; I was not ready. The voters in Jackson could obviously see that and they voted for Jorgensen and Schechter. I highly respect both of these council members. It is an honor to have been able to stay in touch with them and learn from them. In the last 6 years I've done everything in my power to serve this community. This is a great opportunity for me to show them how dedicated I am and how much I have grown in the last 6 years. I'm certain that if appointed to this open seat I will prove that I am a great candidate. I do intend to run a reelection campaign at the end of my 2 years. If I do my job, then I expect to be reelected. If I did not, I expect the voters to vote me out.

My style is unique and if given the chance I think I can support them, and they will see what I'm really capable of doing for this place I call home.

Either way, I do plan on running for town council in 2026. This process has just reminded me how important it is to put yourself out there and serve the community no matter what.

25. The Council makes a lot of “shades of gray” decisions; i.e., decisions where both sides make a compelling case. Please share an example of a difficult decision you’ve faced (whether professional or personal), and how you went about deciding it.

Many people in the area know I sold a company called The Bomb Beverage in 2021. It was a good venture, and it worked out in my favor. At that time, I got married to a lovely woman and we discussed about whether to restart the program out of Cheyenne. In the end we both made some sacrifices, and I went to Cheyenne part time to build this company. We had to compromise in order to get the best results possible.

It turns out that I was wrong, and the business had to be shut down. It also potentially destroyed my marriage. It is with a sad heart and a more experienced mind that I come to you to apply for this position even though I’m coming to you with a failed business and a failed marriage.

These struggles I’ve experienced have made me a better person for it. No matter the conversation I will consider all perspectives. I will educate myself no matter how difficult or controversial the subject. I will work hard to generate the best possible outcomes for all participants. If I have one skill in particular, it is the ability to learn any subject incredibly quickly. If appointed to this seat I will dedicate all my time and energy to learn and educate myself on any subject in order to better aid the people of Jackson.

ZACHARY A. PADILLA

Phone: [REDACTED] / Email: [REDACTED]

COVER LETTER/NOTE TO COUNCILORS AND MAYOR:

It is with great honor and pleasure that I'm sending these documents to you. This is a unique opportunity for the council to decide for the next two years who will advocate for the community in addition to yourselves. Thank you for serving the people of Jackson. I imagine that you feel this as an intense weight on your shoulders to make this decision. I do not envy your position.

I know all of you well enough to say that you can rest assured that I will not disappoint you. Even if I am not chosen, I will continue to fight for the people you and I love. The Town of Jackson and Teton County. Wyoming has been good to me but this family I've built over the last nearly 15 years has shown me what it's like to really build roots in your community. You should know by now that I won't give up on them because they did not give up on me.

Those of you who don't know me as well, I want you to know that I started my life off in a large family constantly struggling to pay their bills. My mom had me at 19. My parents divorced before I was even one. My dad and I didn't have much of a relationship until after I turned 18.

In school I struggled with [REDACTED] and a major problem with authority. I got in trouble a lot and eventually graduated and was lucky enough to go to college. Of course, I had to pay my own way so ended up loading myself up with debt including credit cards.

After college I got the job offer I wanted and it took everything I had in savings to come to Jackson. Of course, I was unemployed in two months and had to look for other employment opportunities. Eventually I learned that my skills could be better used. I started my first business in 2011. That business was successful enough to start another business in 2016. We were lucky enough to sell that business in 2021.

Ever since then I have been dying to sink my teeth into something I can really work with long term. Our lovely community comes to mind, our local non-profits, maybe just supporting our local volunteer groups, or is it possible for me to earn a position on a volunteer board? Am I even worthy of Town Council?

After [REDACTED] in 2018, after getting married in 2021, and after my recent divorce, I'm looking forward to the future I see for Jackson even through my personal struggles. I look forward to supporting the people of Jackson, especially those who make this place a home.

Thank you for taking the time to see me for who I am and hopefully you will choose me to represent the working class, and the small businesses that make Jackson the amazing place that gave me a home that I love so much.

ZACHARY A. PADILLA

Phone: [REDACTED] / Email: [REDACTED]

PERSONAL

Life experiences have taught me loyalty, integrity, honor, duty, friendship, inner strength, determination and consistency. My work experience has helped me to understand marketing, accounting, leadership, people skills, determination, and the need for a feeling of home. My goal is to use my skill sets to further my family. My family is Jackson. It is my honor and privilege to give back to these people who gave me a home, a purpose, a reason to stay and work alongside them. Without them I would not be where I am today. I came here with nothing, and I was embraced by this community. I owe them every last ounce of energy I have to the last breath I have in my lungs.

PROFESSIONAL EXPERIENCE

4/11 to Current – The Bomb Sommelier	WY
<i>Owner/CEO</i>	
Marketing, Supplier Relations, Public Relations, Product Information, Event Planning, Sales, Staff Training, Portfolio Management, Wholesale Relations	
4/16 to 6/24 – The Bomb Beverage	WY
<i>Owner/CEO</i>	
Behind the scenes, Research and Development, Acquisition, Logistics, and Legalities	

VOLUNTEER EXPERIENCE

Hole Food Rescue Head Chef	WY
<i>Thanksgiving Dinner Service 2020</i>	
Integrated Solid Waste and Recycling Board	WY
<i>Road to Zero Waste Sub Committee 2018-2021</i>	
Rotary Supper Club Jackson Hole	WY
<i>President 2019/2020</i>	
<i>Board Member 2018-2021</i>	
Lions Club of Jackson Hole	WY
<i>Vice President 2024/2025</i>	
<i>Board Member 2018-Current</i>	
Virginian Village HOA President 2019-2022	WY
Libertarian Chair Head of Wyoming (And Teton County) 2024-2025	WY
<i>Note: Now called The Liberal Party</i>	
<i>Note: Teton County Chair Head since 2021</i>	

REFERENCES (MORE AVAILABLE UPON REQUEST)

Lisa Lent – E.D. Hole Food Rescue	Scott Daily – Rotarian/Past President
[REDACTED]	[REDACTED] 4
Marshall Burt – Former Wy House Member	Neil Loomis – Beverage Director Fine Dining Group
[REDACTED]	[REDACTED]
Matt Hall – Former Fair Board Member	Alex Muromcew – Planning Commission
[REDACTED]	[REDACTED]

EDUCATION

Bachelor of Science: Business Management	Metropolitan State University of Denver
Minor: Restaurant Management	Metropolitan State University of Denver
Certified Sommelier Level	Court of Masters
Culinary Certification	Warren Technical School



Application for Town Council

Instructions: Please fill out this application and provide a cover letter and resume including two references with their contact information. If you would rather fill out a Word Doc, request it from the Clerk, listed below. Submit complete applications as email attachments to Town Clerk Riley Hovorka: clerk@jacksonwy.gov or bring a printed copy to Town Hall at 150 East Pearl by 4:00pm on Thursday, January 16. Direct questions to Town Manager Tyler Sinclair: tsinclair@jacksonwy.gov or 307-734-3480.

Application Questions

1. Full Name: Shelby Read
2. Residence Address: [REDACTED]
3. Mailing Address: [REDACTED]
4. Phone Number: [REDACTED]
5. Email Address: [REDACTED]
6. I am over 18 years of age: Y ☒ N
7. Resident of the State of Wyoming Since (month/year): January 2013
8. I affirm I am a registered voter in the Town of Jackson: Y ☒ N
9. I affirm that I am not currently adjudicated mentally incompetent: Y ☒ N
10. I affirm that I have not been convicted of a felony, or if I have been convicted that my civil or voting rights have been restored: Y ☒ N
11. I understand that Council's current regular meetings are at 1:30pm and 6:00pm on the first and third Mondays of the month. Y ☒ N
12. I understand that special Town Council meetings, in addition to regular Town Council meetings, may be called by the Mayor or a majority of Council, as needed. Y ☒ N
13. I can attend Council's Retreat on February 12 and 13 of 2025. Y ☒ N

14. I understand that if selected, I will be appointed to fill the remainder (approximately 2 years) of a 4-year term that expires January 2027. Y ✓ N

Short-Answer: Please answer the following questions in a separate document in 500 words or less. Each question can be up to 500 words

15. Please describe any experience as a member of a board or decision-making body.

16. What do you see as the major challenges and opportunities facing the Town?

17. Given your understanding of Jackson's town government, what issues would you like to see the Town focus on?

18. What do you see as your role working in a team environment? How do you handle disagreement/conflict with colleagues about an issue or decision?

19. What do you see as the role of local government?

20. Thinking about Jackson's future, what excites you? What worries you? What role, if any, might local government play in crafting that future?

21. Please describe any conflicts of interest you may have or projects/issues on which you may need to recuse yourself.

22. Who do you feel is underrepresented in community conversations and how would you work to bring their voices to the table?

23. What unique perspective or life experience do you bring that could diversify the Council approach to decision-making?

- 24. The appointment process is done without input from voters. If you have not previously run for Town Council, why haven't you? Why should the Council appoint you when you have not been vetted by the voters? Alternatively, if you have previously run and lost, why do you feel the Council should do something voters chose not to do?**
- 25. The Council makes a lot of “shades of gray” decisions; i.e., decisions where both sides make a compelling case. Please share an example of a difficult decision you’ve faced (whether professional or personal), and how you went about deciding it.**



SHELBY
READ

Jackson, Wyoming 83001

SUPPLEMENTAL QUESTIONS

15. Please describe any experience as a member of a board or decision-making body.

I not only have experience working with the CFJH board from the staff side, including preparing reports, metrics, events, etc. I am currently on the board of Planned Parenthood of the Rockies (PPRM), which has an annual budget of \$75M and last year alone we raised \$26M. I sit on the executive and development committees and was formerly on the DEI committee. We have had to make some very serious and broad-reaching decisions that have impacted tens of thousands of people. This includes closing clinics, reducing staff, and/or reducing services.

I am also fortunate to serve on the JH Rotary Lunch club's board of directors and have done so since 2021.

My past board or advisory council experience includes: the Teton County Habitat selection committee three times, being a founding member of the JH DEI Collective, a board member of Young Professionals of the Tetons for three years, City Kids Jackson Hole Advisory Council (three years), and the Voices JH Advisory Council (two years).

Each of these experiences helped me understand different aspects and segments of our community and allowed me to meet and engage with people I wouldn't have otherwise. Additionally, I have been able to use my experience as a parliamentarian (honed during my time working with Model UN) to help run meetings efficiently, organize agendas, and make sure motions, discussions, etc. are properly documented.

16. What do you see as the major challenges and opportunities facing the Town of Jackson?

CHALLENGES

Affordable Housing: We want our friends and colleagues to have a safe and affordable home because we all deserve the security of having stable housing. Affordable housing is not only a moral and social imperative but also an economic and environmental necessity. Access to affordable housing bolsters local businesses and industry's ability to attract and retain employees, stabilizes the community by having teachers, police, nurses, etc. living here, and reduces the number of people commuting.

Tourism's Impacts on Community & Environment: High visitor numbers have led to overcrowding, environmental degradation, and increased pressure on public services. Locals and visitors alike contend with traffic congestion, parking shortages, and wear on public facilities like parks, sidewalks and pathways, F/EMS, etc. Managing the town's growth and development in a way that protects the environment is a difficult needle to thread and will require collaboration, data, and constant recalibration.

OPPORTUNITIES

Improving Transportation Infrastructure: With the increased demand for services and a steady uptick in tourism, Jackson has the opportunity to further invest in improving infrastructure, including public transportation and road

improvements, to reduce traffic congestion and improve the overall visitor experience. Additionally, it's important to continually review routes and see who and where are not being served, or which routes are being underutilized.

Proactively addressing our water needs: The county and town should invest in upgrading the wastewater treatment facility. While I believe it should happen, I know the price tag is considerable, around \$50M, but taking the proactive approach to create a plan now, means incremental steps can be made, and other interventions tried, before committing to converting the treatment facility in full. Threats to our water mean a threat to our people, economy, and environment. We are an important part and gateway to the Greater Yellowstone Ecosystem and what we do here in town has significant implications for the overall health of the GYE. Our region's value to humanity, and I'm not being hyperbolic, is invaluable as it is one of the last remaining large, nearly intact ecosystems on Earth.

17. Given your understanding of Jackson's town government, what issues would you like to see the town focus on?

Affordable Housing: No surprise, but this is at the top of the list. Town Council should prioritize creating more affordable housing options for locals, including mixed-use developments, rental units, and policies that incentivize affordable housing construction. Additionally, I do not believe that all affordable housing should just be green-lit. Each project should be developed and approved based on data, including who the targeted residents are, what the impacts to the neighborhood/area will be, and if they will truly be affordable. There are significant implications for the community when a project truly is affordable and accessible. I also think the Council should be clear about who will benefit from affordable versus work force housing.

Sustainable Tourism Management: Though Jackson reaps significant and critical economic benefits from tourism, it also puts pressure on our infrastructure, resources, and environment. Following through on the recently approved Town of Jackson's Sustainability Plan and staying the course with the collaborative work being done with the Destination Stewardship Council will be important. Seeing the full scope of the Town's plan and the DSC projects will hopefully yield actual, measurable changes our valley needs.

Traffic Management: With increasing numbers of residents and visitors, traffic congestion is a growing issue. The town government could focus on expanding and improving transportation infrastructure by enhancing public transit options, creating more bike-friendly routes, considering new adaptive traffic light systems, and building pedestrian-friendly spaces. Also, considering in partnership with other groups, developing tailored traffic management plans for major events or seasons (e.g. the Jackson Hole Fall Arts Festival, ski season), including temporary traffic controls and public transit expansions.

Water quality: I know the cost of upgrades to the wastewater treatment facility feel prohibitively expensive, but I argue that not planning interventions now will be more costly to us in the end given the known impacts on our community members, environment, and potentially our economy.

18. What do you see as your role working in a team environment? How do you handle disagreement/conflict with colleagues about an issue or decision?

Two of the values I hold for my business are: 1) We embrace a learner's mindset, accepting that we do not know everything. We seek understanding to solve problems and pursue solutions that uplift everyone, and 2) We value direct and open communication that comes from a place of empathy, trust, and respect. The position I take in a team environment is to be a supportive and proactive collaborator. This means focusing on contributing thoughtful ideas, listening to others, and ensuring the team's goals are clearly understood and pursued efficiently. I strive to complement the strengths of others and offer help where needed, whether that's with brainstorming, organizing

information, or communicating clearly. Since my core strength is synthesizing diverse perspectives, I also try to bridge gaps in understanding, ensuring that everyone's voice is heard and respected.

I view conflict as an opportunity for growth and problem-solving and not inherently negative. The goal is not to "win" the disagreement but to arrive at the best possible solution for the team (or community) and its objectives. I also believe that there can often be multiple right answers, so active listening, clarifying questions, and compromise are necessary tools to navigate disagreement. It's also crucial to maintain mutual respect so as to not damage or chip away at the relationship and existing trust, and to not debase institutions we all believe in. My work and board service has demonstrated that it is tremendously useful to have an agreed upon set of group agreements or norms that guide how team members engage with one another.

19. What do you see as the role of local government?

The role of local government is to represent and serve the community by meeting the needs of residents, businesses, and the environment. Given that local elected officials live and work next to the people they serve, it is important for them to be responsive, accessible, and accountable to constituents.

Local government is responsible for delivering essential services that directly impact residents' daily lives (e.g., police, snow plowing, water, etc.). This requires the maintenance and careful management of key infrastructure systems, which are vital for both daily operations and the long-term sustainability of the community. Additionally, local governments play a significant role in fostering economic growth by implementing policies that attract businesses, promote job creation, and enhance the economic environment. They are also tasked with creating laws, ordinances, and/or regulations that address community-specific issues, while advancing social equity and protecting the environment.

20. Thinking about Jackson's future, what excites you? What worries you? What role, if any, might local government play in crafting that future?

I'm excited about the future of Jackson because it has the potential to become a model of sustainable development, economic innovation, community inclusivity, and environmental stewardship—all while retaining the qualities that make it such a unique and special place to live and visit. This is an exciting time for Jackson to evolve, while still staying true to its history and core identity.

Jackson is renowned for its natural beauty, and the future presents an opportunity to embrace sustainable development practices that allow the area to thrive while safeguarding its environment. This could involve adopting green building methods, promoting renewable energy initiatives, and protecting the surrounding wilderness—all while supporting thoughtful and strategic growth. The community and Town Council's commitment to preserving its natural resources has the potential to shape our future in innovative ways. As I stated previously, the Greater Yellowstone Ecosystem has significance on a global, not regional, scale.

The potential for greater community involvement excites me, especially as the population grows and demographics change. As more people move to the area, or as young adults choose to stay (or return to their hometown), there's an opportunity for the town to focus on inclusivity, ensuring that all residents—regardless of background, age, or income level—have a voice in the future of the community. Emphasizing affordable housing, social equity, and public services that benefit everyone can help make Jackson a more cohesive place to call home. I truly believe we can strike the right balance between taking care of our environment and community members. To me, it's not one or the other.

While tourism is a key driver of Jackson Hole's economy, there is potential to expand into sectors such as remote work and tech innovation. If Jackson could expand the range of industries and sectors that contribute to our local economy, rather than relying heavily on just one or two, I believe it's possible that our corner of Wyoming could attract new industries, providing more jobs for residents and reducing the economic fluctuations tied to seasonal tourism.

21. Please describe any conflicts of interest you may have or projects/issues on which you may need to recuse yourself.

Given that I consult with many nonprofits, and some businesses, in Teton and surrounding counties, it is possible that one of my clients might apply to the Town for funding support or give public comment on some topic.

22. Who do you feel is underrepresented in community conversations and how would you work to bring their voices to the table?

In communities like Jackson Hole, marginalized or underrepresented groups often include low-income residents, seasonal workers, people of color, non-English speakers, and younger generations. These groups face unique challenges that are not always addressed in community discussions or decision-making. For instance, the perspectives of young people or those entering the workforce may not be prioritized, even though they represent the future of the community.

Many individuals lack the time, resources, or ability to attend town hall meetings or participate in formal discussions. To address this, I would work to create more accessible engagement platforms, such as online or in-person surveys, social media outreach, and informal listening sessions. Meeting people where they are is essential—whether at community events, sports games, or other gatherings. I'd happily staff a pop-up tent at soccer games to connect with residents and hear their concerns.

Additionally, many underrepresented groups are already connected to local nonprofits, advocacy organizations, and community groups. Partnering with these organizations would help amplify their voices and ensure their concerns are included in broader discussions. These groups often possess valuable insights into the challenges their members face and can serve as a bridge between the community and local government. That said, I believe the most impactful insights come directly from individuals themselves, and I am committed to fostering those direct connections.

It is also crucial that underrepresented groups have a meaningful seat at the decision-making table. I would advocate for initiatives that promote diversity in local leadership, whether through appointments, elections, or the creation of advisory boards that represent a broad cross-section of the community. While I applaud the Town Council's commitment to the Equity Task Force, I believe the town could further strengthen its connection with the Spanish-speaking community by hiring more Spanish speakers. This should include leadership roles, community outreach positions, and dedicated translators to ensure effective communication and collaboration.

Transparency is equally important when engaging with underrepresented groups. The Council must clearly communicate what issues can and cannot be addressed. When actionable concerns are raised, those issues should be prioritized, and meaningful steps taken to resolve them. Repeatedly asking for input without follow-through risks alienating these groups and eroding trust in the process.

Finally, it is essential to reflect on the culture within the Town of Jackson. Does it foster curiosity, openness, and a genuine appreciation for diverse perspectives? If leaders and staff do not believe that diversity is a valuable lens for decision-making, efforts to promote inclusion will fall short. Shaping a positive culture requires training to ensure all voices are welcomed and valued in community discussions. The ultimate goal is to cultivate a sense of

belonging for everyone. Leaders, especially public servants, must embody the values they promote by setting aspirational goals, demonstrating what is possible, and working toward a Town Council that reflects the diversity of its community.

23. What unique perspective or life experience do you bring that could diversify the council's approach to decision making?

I bring a perspective grounded in empathy, inclusivity, and a deep understanding of the challenges faced by underrepresented and marginalized communities. My experiences living in diverse settings—both urban and rural, across four different continents—have honed my ability to listen to a variety of voices, particularly those that are often overlooked in decision-making processes.

I am especially sensitive to the struggles of low-income families, people with disabilities, immigrants, and younger generations, who may not always have access to the same resources or opportunities for expression. This awareness has shaped my belief in the importance of policies that balance growth with equity, ensuring all members of the community—regardless of their background—are heard and supported. Recognizing the significant wealth disparity in Teton County, I am deeply committed to serving on the Town Council and making decisions that prioritize those who have historically been excluded from important conversations.

My approach to decision-making prioritizes long-term sustainability and inclusivity, recognizing that the needs of today should be met while also planning for future generations. I strive to bring innovative and creative thinking to the council, focusing on solutions that address both immediate challenges and the long-term well-being of the community. By integrating diverse perspectives and advocating for actionable change, I aim to contribute to a more equitable and holistic approach to governance that reflects the needs and values of all community members.

24. The appointment process is done without the input of voters. If you have not previously run for Town Council, why haven't you. Why should the council appoint you when you have not been vetted by the voters.

While I have not previously run for Town Council, my commitment to serving the community and addressing its challenges is apparent in my history in Jackson and remains strong today. I have focused my efforts on making an impact in other ways, such as through civic engagement, collaborating and volunteering with local organizations, and working to amplify underrepresented voices. These experiences have provided me with a deep understanding of the community's needs and prepared me to contribute effectively as a council member.

The appointment process offers a unique opportunity to bring diverse perspectives and expertise to the Council, regardless of prior electoral campaigns. I believe my ability to build consensus, navigate complex challenges, and implement strategic solutions makes me a strong candidate for this role. While I may not have been vetted by voters through an election, my track record of collaboration, community involvement, and results-driven leadership demonstrates my commitment to serving Jackson with integrity and dedication.

I have always understood that joining the council requires flexibility in one's schedule, and a significant amount of time. I am at a place in my career where I have the discretion to make my own schedule. As my own boss I can bulk up or trim down my schedule as desired and I have planned my client load in a way that would allow me to dedicate as much time as I need to be an engaged and effective Council member.

25. The council makes lots of "shades of grey" decisions, i.e. decisions where both sides make a compelling case. Please share an example of a difficult decision you have faced and how you went about making that decision.

[REDACTED]

[REDACTED]

[REDACTED]

January 16, 2025

Shelby Read



Town of Jackson

150 E Pearl Avenue
PO Box 1687
Jackson, WY 83001

Dear Mayor Jorgensen and Members of the Town Council,

I hope this letter finds you well. I am writing to express my interest in becoming a member of the Jackson Town Council. I want to join the Council because I care deeply about fostering a community where inclusivity, sustainability, and smart development take center stage. Through my extensive experience with boards and decision-making bodies, I've developed the skills needed to address challenges with empathy and strategic thinking.

Serving on various boards—like Planned Parenthood of the Rockies, JH Rotary Lunch Club, and the DEI Collective—has not only broadened my understanding of the diverse perspectives within our community but also honed my ability to collaborate and lead effectively. I thrive in team environments and excel at navigating complex challenges, building consensus, and implementing solutions that benefit diverse stakeholders. As a results-oriented leader, I focus on fostering trust and employing thoughtful, strategic planning to make informed decisions and drive meaningful action.

Jackson faces critical challenges, such as affordable housing, managing the impacts of tourism, and ensuring sustainable infrastructure. I bring a solutions-oriented mindset, supported by my background in development, governance, and community engagement. My experience as a parliamentarian and collaborative leader enables me to navigate complex discussions, build consensus, and keep teams focused on shared goals.

Above all, my motivation stems from a desire to represent and uplift the voices of all Jackson residents, especially those who are underrepresented. I believe local government plays a pivotal role in fostering equity, protecting our environment, and ensuring Jackson remains a place where all community members can thrive. Serving on the Town Council would allow me to contribute my skills and passion to help shape Jackson's future in a way that benefits everyone.

Thank you for considering my application. I look forward to the possibility of working together and contributing to the continued success of our town. Please feel free to contact me at 317-460-7617 or shelbyj.read@gmail.com if you require any further information.

Sincerely,

Shelby J. Read



SHELBY READ

Jackson, Wyoming 83001

PROFESSIONAL SUMMARY

Highly motivated and accomplished professional with a proven track record in nonprofit leadership, external relationships, and cross-cultural initiatives. Experienced in strategic planning, facilitation, and community engagement. Strong communication and leadership skills.

SKILLS

- Team Leadership
- Stakeholder Relations
- Strategic Planning
- External Relations
- Cross-Functional Collaboration
- Donor Relations
- Complex Problem Solving
- Community Engagement
- Public Speaking

EXPERIENCE

Partner & Senior Strategist

March 2022- Current

Rocky Mountain Consulting, Nonprofit & Business Consulting | Jackson, Wyoming

- Drive business development through initial client meetings and the preparation of proposals and contracts.
- Conduct in-depth market research and analysis for custom consulting projects.
- Present findings and conclusions to clients in both written and oral formats, ensuring consistent follow-up on nonprofit operational needs.
- Manage projects to ensure timely completion across multiple consultants and client constituents.
- Develop and lead training sessions focused on cross-cultural communication, organizational development, and nonprofit board governance.
- Facilitate meetings and retreats to foster collaboration and strategic planning.
- Provide leadership and executive coaching for leaders of critical organizations (St. John's Health, Community Foundation of Jackson Hole, The Fund for Public Education, Jackson Hole Fire/EMS Foundation).

Special Projects Consultant

October 2022 - July 2024

One22 Resource Center, Human Service Nonprofit | Jackson, Wyoming

- Represented the organization and deepened relationships with external audiences, including partners, donors, and politicians.
- Created and executed strategic plans for website, outreach, and overall communications.
- Fostered a culture of philanthropy and understanding of fundraising throughout the organization.
- Ensured integration and coordination of donor engagement and communications across all departments.
- Developed innovative trainings on DEI, culture building, fundraising, and workplace culture.
- Coordinated content and planned events for a digital human services summit.
- Led efforts to improve the organization's visibility and strengthen brand development.
- Developed impact stories, communications plans, and annual calendars, overseeing collateral creation.
- Ensured communications aligned with and supported program and organizational goals.
- Oversaw constituent-focused external communications, maintaining consistent and engaging public messaging.

Director of Programs & Outreach

May 2019 - September 2022

Community Foundation of Jackson Hole | Jackson, Wyoming

- Served as member of Executive team, providing strategic oversight for the organization as a whole.
- Developed and executed diversity, equity, and inclusion plan with board, consultants, and staff.
- Worked with Executive Director and directors of operations and finance to advance organizational vision.
- Collaborated with ED, board of directors, and development staff to secure funding for new initiatives.

- Managed discretionary grant programs providing \$1M to Wyoming nonprofits annually.
- Created and monitored budgets annually including new endowment for the Wind River Indian Reservation.
- Consulted and coached nonprofits on start-up process, capacity building, and culture building.
- Represented Foundation at wide variety of community, municipal, and state meetings.
- Led and convened workshops, trainings, and events for various community stakeholders.

Political Consultant

October 2015 - Present

Various candidates and ballot issues | Jackson, Wyoming

- Successfully managed campaigns for two state legislators, and one Teton County Commissioner.
- Supported and helped pass municipal Non-Discrimination Ordinance for LGBTIA+ community in 2018.
- Organized, drafted content for community members, and helped pass housing ordinances allowing DACA holders to rent and apply for affordable housing in Teton County.
- Represent candidates and political action committees, deepening relationships with stakeholders & donors.
- Build coalitions with unlikely partners to develop shared messaging and connect across lines of difference.
- Create and execute strategic plans for website, outreach, and overall communications.
- Develop impact stories, communications plans, annual calendars and oversee creation of collateral.
- Ensure communications efforts are aligned & coordinated to support candidate growth and impact.
- Acted as Democratic delegate for the state of Wyoming at two presidential elections.

Program & Outreach Officer

May 2017 - April 2019

Community Foundation of Jackson Hole | Jackson, Wyoming

- Designed, executed, and promoted grants, workshops, fellowships and scholarships.
- Worked closely with President and CFO to coordinate services and donor relations.
- Supported and led Grants, Scholarship, Capacity Building, and Collective Impact committees.
- Oversaw nonprofit services including volunteer sites, list-serves, and salary survey.
- Made significant inroads building relationships and connections with marginalized segments of the community.

Executive Director

March 2015 - May 2017

Interconnections 21 | Jackson, Wyoming

- Created and implemented strategies, programs, and tools to expand and diversify revenue from individual, corporate, and foundation funders.
- Created and delivered programs, evaluation, and iterated for continuous improvement.
- Wrote grants, working with partner organizations and schools to create program budgets.
- Engaged volunteers, board, event committees, alumni, partnering organizations, and donors.
- Developed and implemented communications plans via website, Facebook, and newsletters.
- Strategized around current global and regional trends to identify areas for program growth.
- Managed finances, reviewed budgets, forecast for future spending needs.

EDUCATION

E-Cornell Certificate in Diversity, Equity, and Inclusion Cornell University	January 2021
MS - Educational Leadership & Public Policy Portland State University	March 2012
BA - International Studies, Asia Hanover College	January 2005

SERVICE

Planned Parenthood of Rocky Mountains | Board Member, Executive, Development, and DEI Committees, 2023
 Thursday Roundtable (women's philanthropic group) | Member 2022- Current
 Rotary Club of Jackson Hole | Member since 2018, Board Member 2021-Current
 Democratic National Convention | Delegate, 2016 & 2020
 Wyoming Democratic Convention | Delegate, 2016, 2018, 2020, 2022



SHELBY
READ

Jackson, Wyoming 83001



REFERENCES

Ted Saryk



Wendy Martinez





Application for Town Council

Instructions: Please fill out this application and provide a cover letter and resume including two references with their contact information. If you would rather fill out a Word Doc, request it from the Clerk, listed below. Submit complete applications as email attachments to Town Clerk Riley Hovorka: clerk@jacksonwy.gov or bring a printed copy to Town Hall at 150 East Pearl by 4:00pm on Thursday, January 16. Direct questions to Town Manager Tyler Sinclair: tsinclair@jacksonwy.gov or 307-734-3480.

Application Questions

1. **Full Name:** Katherine "Kat" Rueckert
2. **Residence Address:** [REDACTED]
3. **Mailing Address:** [REDACTED]
4. **Phone Number:** [REDACTED]
5. **Email Address:** [REDACTED]
6. **I am over 18 years of age:** Y ✓ N
7. **Resident of the State of Wyoming Since (month/year):** June of 2018
8. **I affirm I am a registered voter in the Town of Jackson:** Y ✓ N
9. **I affirm that I am not currently adjudicated mentally incompetent:** Y ✓ N
10. **I affirm that I have not been convicted of a felony, or if I have been convicted that my civil or voting rights have been restored:** Y ✓ N
11. **I understand that Council's current regular meetings are at 1:30pm and 6:00pm on the first and third Mondays of the month.** Y ✓ N
12. **I understand that special Town Council meetings, in addition to regular Town Council meetings, may be called by the Mayor or a majority of Council, as needed.** Y ✓ N
13. **I can attend Council's Retreat on February 12 and 13 of 2025.** Y ✓ N

14. I understand that if selected, I will be appointed to fill the remainder (approximately 2 years) of a 4-year term that expires January 2027. Y  N

Short-Answer: Please answer the following questions in a separate document in 500 words or less.

15. Please describe any experience as a member of a board or decision-making body.

I have served on the Executive Committee (comprised of 17 members) of the Teton County Republican Party (TCGOP) in various capacities for almost 7 years. I served as an At-Large committee member for a couple of years, and I'm currently finishing out my 2nd term as the State Committeewoman. My role as State Committeewoman includes representing Teton County Republicans at Wyoming Republican Central Committee meetings, which are held around the State of Wyoming. I was also recently elected to a Precinct Committeewoman position in August of 2024.

My other roles, responsibilities, and elected positions within the Party include the following:

- Attend monthly TCGOP Executive Committee meetings – which include in-depth discussions on local political issues
- Attend quarterly Wyoming State Republican meetings (as mentioned above)
- Lead efforts in event planning and fundraising efforts
- Help organize and participate in Central Committee meetings, Precinct Caucus meetings, and County Conventions
- Oversee the Party's email communication, social media, and website
- Represented Precinct 1-5 as an elected delegate at multiple County Conventions
- Represented Teton County as an elected delegate at multiple State Conventions
- Recently represented Wyoming as an elected delegate to the 2024 Republican National Convention

Basically, I have participated in a lot of "decision-making bodies". I've seen what's beneficial to running a successful meeting, and what's not. I've come to understand parliamentary procedure through Robert's Rules of Order and, although meticulous, I've found it to be very effective. I've been a part of lively discussions and debates – many of which produced a better working document, stance, or solution than any one person could've produced by themselves. I've been a part of committees & delegations with as few as 5 members and as many as 2,000. The best part – out of all these committees, I've found that the most important ones are actively involved in *local* political discussions. People care about decisions being made that affect their daily lives – those are the decisions I'd love to help shape.

I understand the Town Council is a "non-partisan" position, and I've listed experience from a seemingly one-sided political affiliation. My response to the inevitable questions concerning my experience is this: I do not believe "non-partisan" is synonymous with "only moderate views". I

believe “non-partisan” better equates to diversified ideologies that capture the varying perspectives & backgrounds of the constituency we serve. This difference in thought enables us to have a healthy dialogue and a robust debate on the important issues set before the Council. For that, I appreciate the non-partisan nature of the Council.

16. What do you see as the major challenges and opportunities facing the Town?

I know we are all aware of this, but it bears repeating... a major challenge in the Town of Jackson is the lack of affordability. Unfortunately, the repercussions of this challenge produce the ever-changing character of the Town. In a public opinion survey conducted by Councilmember Schechter, it was concluded that residents are largely not confident in where we are going as a community. From what I can tell, that seems to be a correct conclusion. Locals who have lived here all their lives can't afford their property taxes, seasonal ski instructors & rafting guides find it increasingly difficult to make the jump from their vans to an apartment, and “middle class” professionals cannot afford a down payment on place to call home. If our community can't afford to live here, do we even have one?

Fortunately, I see an opportunity in the midst of this challenge. Since residents are aware that the sense of community is suffering, I believe this means they are also willing to re-form a “thriving community” if given the opportunity. How can the Council help? By alleviating some of their financial burdens and removing some of the regulations (from LDRs to Town Ordinances). I'm not saying that if we cut spending & deregulate, we'll have a thriving community overnight – but I am saying that the Council can play a role in enabling the community to help itself.

17. Given your understanding of Jackson's town government, what issues would you like to see the Town focus on?

I'd like to see the Town Council focus on the following issues:

- Balancing the budget & cutting spending where feasible to alleviate some of the community's tax burden
- Incentivizing private sector solutions to housing problems by revising Town Ordinances and LDRs
- Limiting the amount of SPET items allowed on the ballot and/or not allowing new SPET items until the old ones are paid off (I understand we cannot control the County items, but the Council could set a precedent at the Town level)
- Investing in common sense housing solutions we can afford (i.e. within budget)
- Taking proactive approaches on water quality & infrastructure and wastewater management
- Fixing potholes on the roadways

18. What do you see as your role working in a team environment? How do you handle disagreement/conflict with colleagues about an issue or decision?

I see my role in a team environment as being an active participant and a thoughtful listener. I also believe team members should be open to having their mind changed. That notion goes hand-in-hand with fostering healthy dialogue and debate.

I believe debate is necessary and inevitable. Civilized, respectful debate over disagreements is what fosters innovative solutions and diplomatic approaches. I like to handle disagreements head on – define the source of conflict, state my position calmly & clearly, listen, then repeat as necessary. In the end, if my mind is changed, I'll happily acknowledge it.

19. What do you see as the role of local government?

I see the role of local government as a small one. Shocking, right? I certainly don't mean "small", as in insignificant or unnecessary – but rather that the roles & responsibilities are contained to the basic functions expected of a municipal government. To me, that looks like fixing potholes in the roads, updating & maintaining wastewater infrastructure, issuing building permits & inspections, supporting the police & fire departments, and properly stewarding the budget, among other things. It does not look like spending money we don't have, mandating bear proof trash cans on one side of a street but not the other, increasing the already exhaustive building permit fees & regulations, and adding more pathways when the roadways are deteriorating – the list could go on. Local government is there to steward taxpayer money appropriately on the basic, common-sense priorities for its residents. Local government should serve the interests of its people in a limited, reasonable capacity.

20. Thinking about Jackson's future, what excites you? What worries you? What role, if any, might local government play in crafting that future?

I think the future of Jackson will go one of two ways. We will either become a virtually unlivable resort town made up of billionaires and seasonal workers, which seems to be the trend... or we will self-correct and revert back to our small-town roots, which will encourage locals to stay and entice people to move here who are willing to assimilate to our Jackson culture. The former worries me, while the latter excites me.

Since tourism is what fuels the Town of Jackson, I think we will always have a transient subsection to our demographic. However, we also know that many come for the skiing and end up staying for the Town. I think people desire a small-town community that thrives on skiing a few runs with new & old friends, cheering on the Broncs at a home game, chatting with baristas & grocery clerks on a first-name basis, and coming together to honor fallen heroes like Rylee McCollum. To me, these seemingly simple things are what define Jackson's culture, and the people of Jackson are the ones who craft & shape it by how they live. Local government's role is to allow people to flourish – by maintaining the roads they drive on, enabling them to build what they want on land they paid for, and helping lower the costs of living through reasonable means.

21. Please describe any conflicts of interest you may have or projects/issues on which you may need to recuse yourself.

The only potential conflict of interest I could see stems from my professional ties to the construction industry as a Project Engineer for Big-D Signature. Big-D has been the general contractor on a handful of projects within the Town of Jackson. If Big-D happens to be involved with a project being discussed as a Council, I would certainly recuse myself from discussions and votes on the matter.

22. Who do you feel is underrepresented in community conversations and how would you work to bring their voices to the table?

I think the folks that comprise Jackson's "renting middle class" are underrepresented in community conversations. I would define the "renting middle class" as this: those that don't qualify for affordable housing opportunities but cannot yet afford a down payment on a million-dollar home. The distinction between the demographic ShelterJH represents and the one I'm referring to, is the fact that these people don't qualify for any subsidized help – those of us who are braving the rental market, while trying to find inroads to the real estate market.

Many of these people are the ones who end up moving to Victor & Alpine for more affordable options. Instead of putting down roots and building their families here, they are forced to go elsewhere. We all know how the story goes...

So, how do we bring their voices to the table? You could appoint one of them to the Town Council, perhaps.

23. What unique perspective or life experience do you bring that could diversify the Council approach to decision-making?

As a self-declared member of the "renting middle class" and someone who will approach issues from a *different* perspective – as identified in Question #15 – I believe these attributes would diversify the Council's approach to decision making.

I also think there's value in the fact that I'm 28 years old. Some may equate my age to "lack of experience" – but by contrast, I'm open & willing to gain a lot of experience if given the opportunity. The latter inspires growth & participation – something I believe Jackson's younger constituents can appreciate.

24. The appointment process is done without input from voters. If you have not previously run for Town Council, why haven't you? Why should the Council appoint you when you have not been vetted by the voters? Alternatively, if you have previously run and lost, why do you feel the Council should do something voters chose not to do?

I ran for Town Council in 2022. I was successful in the Primary, but did not secure a seat in the General Election. It was my first time running for a local political office, and I learned an incredible amount during that campaign season. I have the utmost respect for anyone who chooses to run for local political office – having done it myself, I now understand the immense amount of time & effort it takes.

For being a relatively new face & name on the local political scene, I think I held my own against some political giants in the community. I interacted with facets of the community I had never met before, and I found that some of my most staunch supporters were long-time Jackson locals. Their support, and the 1,003 votes I did receive, were incredibly humbling. A valuable portion of people thought my ideas & perspectives would benefit them and their Town and trusted me to represent & serve their interests – what a surreal concept.

From what I can tell, Jackson voters are tired of talking about the same problems. I would offer that maybe it's time for some new solutions from a perspective that's a little different than what they may normally vote for.

25. The Council makes a lot of “shades of gray” decisions; i.e., decisions where both sides make a compelling case. Please share an example of a difficult decision you've faced (whether professional or personal), and how you went about deciding it.

Ironically, one of the most difficult decisions I've made in recent years was my decision to run for Town Council in 2022. Before submitting my name as a candidate, I had every intention of moving pretty much anywhere other than Jackson. I was after a “more important” job title professionally, I was tired of not being able to afford a house personally, and it didn't feel like I was making any difference politically. So, as I was in the midst of seeking a professional opportunity that would've taken me to Nashville, some wonderful people were simultaneously encouraging me to run for Town Council. It seemed I was faced with a moral dilemma – would leaving Jackson give me better opportunities? Or would it mean that I was giving up?

I tend to have a rather pragmatic approach to decision making – which is how this decision process began. Usually, I'll ponder every detail in great thought. Then I'll ask trusted people for guidance – and I'll try to get varying perspectives for well-rounded input. For me, I usually have to organize my thoughts in a list of some sort – some kind of visual representation of my internal processing. But this particular decision required a different method. Practically, the Nashville opportunity made sense on paper, but the more I thought about it, the more uncertainty I felt. So, I changed my perspective – as it turns out, being grateful for what you already have is a much better approach to making life decisions. I figured that instead of running from my “problems”, a better use of my time would be to get involved in the solutions. The uncertainty I felt about Nashville was a gut instinct that, when trusted, I now know of as faith.

What I've found, is that sometimes those “shades of gray” decisions are the most defining decisions we make. So, when thoughtful consideration, different perspectives, and lists don't work – sometimes a little faith and gratitude make the decision very clear.

KATHERINE RUECKERT

TOWN COUNCIL APPLICANT

Jackson Town Council
150 E Pearl Ave
Jackson, WY 83001

Town Council Members,

Thank you for opening up this process to allow residents to apply for the vacant Town Council seat. My name is Katherine “Kat” Rueckert, and I’d like to formally submit my name for consideration.

I have lived & worked in the Town of Jackson for almost 7 years and have been an active member of the community since calling Jackson home. Professionally, I am a Project Engineer at Big-D Signature, a local company specializing in large-scale residential construction. I have a background in estimating projects, building budgets, generating contracts, organizing & coordinating subcontractors, working with engineers, architects, & interior designers, updating project schedules, and overseeing 5 to 50 million-dollar budgets. Essentially, my professional world revolves around project management – an all-inclusive title for “working with people”.

Personally, I am a 28-year-old who’s been blessed with local friends who have become family. I’ve found my faith with the help of a local church called Tribe and was baptized in the hot springs of the Snake River. I finally graduated to skiing a green run at Targhee, and I’m good at getting a snow mobile stuck... which means I’m also good at digging. I’ve been known to dance along to the tunes of One Ton Pig at the Wort, and I’ve spun around the dance floor a bit at the Cowboy too.

Politically, I have been engaged locally for as long as I’ve lived here. It truly is one of my passions. It’s no secret that my political experience stems from a certain “side” of the political aisle – more on that in my answer to Question #15. However, my Town Council run in 2022 enlightened my understanding of the local issues at hand – it made me want to be a part of fostering solutions on behalf of those who voted for me, and those who didn’t. I’m not doing this to offer a certain political perspective, I’m doing this to offer a *different* perspective.

Thank you for taking the time to review my application. I look forward to hearing from you as this process progresses.

Sincerely,

Katherine “Kat” Rueckert

KATHERINE RUECKERT

PROJECT ENGINEER & PATRIOT

EXECUTIVE PROFILE

Results-driven, motivated engineering professional interested in design, estimating, and construction of large-scale, complex residential & commercial building projects. Track record of leadership and involvement within community, political, and professional organizations.

WORK EXPERIENCE

Project Engineer & Estimator – Big-D Signature, LLC

July 2018 – Present

Project Engineer Roles & Responsibilities

- Generate all budget additions & updates via subcontractor change orders, owner change orders, and budget modifications
- Produce monthly progress reports with updated project schedules (using P6 software) & forecasting reports
- Coordinate on-site construction through RFIs, submittals, pre-con meetings with trade partners, and weekly team & OAC meetings
- Write subcontractor scopes of work, calculate & prepare contract pricing and purchase orders based on estimating documents & drawing set revisions, manage punch list work, and compile closeout documents

Estimator Roles & Responsibilities

- Coordinate with trade partners on project estimates and pre-qualification insurance documents/licenses
- Use Bluebeam & OST (take-off software) to bid drawing sets and prepare estimate packages to present to high-profile clientele and associated design teams
- Generate overall project budgets, contracts, and change orders utilizing Desinti (estimating software) & Procore (CM software)

Gymnastics Coach – Axis Gymnastics

Sept. 2019 – Present

Project Engineer Intern – Herrero Builders, Inc.

June 2017 – Sept. 2017

Construction Intern – Anning-Johnson Company

June 2016 – Sept. 2016

Chicken "Whisperer" – HoffHens

June 2014 – Sept. 2015

RELEVANT PROJECTS

Projects with Big-D Signature

Wells Fargo, Jackson, WY	Happ House, Big Sky, MT	Frogtown Art Studio & Gallery,
Felton House, Jackson, WY	Hopkins Remodel, Jackson, WY	Los Angeles, CA
52 Ridge House, Jackson, WY	Hass Remodel, Wilson, WY	California Small Projects, CA

EDUCATION

California Polytechnic State University, San Luis Obispo (Cal Poly)

Bachelor of Science in Civil Engineering – Graduated June 2018

LEADERSHIP & INVOLVEMENT

State Committeewoman – Teton County GOP Executive Committee

March 2021 – Present

Delegate – 2024 Republican National Convention

July 2024

Jackson Town Council Candidate

June 2022 – Nov. 2022

Chairwoman – Common Sense Leadership PAC

Sept. 2020 – Dec. 2021

At-Large Member – Teton County GOP Executive Committee

Nov. 2019 – March 2021

Rhythmic Gymnast – Nationally & Internationally Ranked Athlete

June 2005 – Aug. 2015

CERTIFICATIONS



EIT Certified – FE Civil Exam

Adult First Aid/CPR/AED Certified – American Red Cross Training Course



Application for Town Council

Instructions: Please fill out this application and provide a cover letter and resume including two references with their contact information. If you would rather fill out a Word Doc, request it from the Clerk, listed below. Submit complete applications as email attachments to Town Clerk Riley Hovorka: clerk@jacksonwy.gov or bring a printed copy to Town Hall at 150 East Pearl by 4:00pm on Thursday, January 16. Direct questions to Town Manager Tyler Sinclair: tsinclair@jacksonwy.gov or 307-734-3480.

Application Questions

1. Full Name: Jessica Sell Chambers
2. Residence Address: [REDACTED]
3. Mailing Address: [REDACTED]
4. Phone Number: [REDACTED]
5. Email Address: [REDACTED]
6. I am over 18 years of age: Y ☒ N
7. Resident of the State of Wyoming Since (month/year): August 2010
8. I affirm I am a registered voter in the Town of Jackson: Y ☒ N
9. I affirm that I am not currently adjudicated mentally incompetent: Y ☒ N
10. I affirm that I have not been convicted of a felony, or if I have been convicted that my civil or voting rights have been restored: Y ☒ N
11. I understand that Council's current regular meetings are at 1:30pm and 6:00pm on the first and third Mondays of the month. Y ☒ N
12. I understand that special Town Council meetings, in addition to regular Town Council meetings, may be called by the Mayor or a majority of Council, as needed. Y ☒ N
13. I can attend Council's Retreat on February 12 and 13 of 2025. Y ☒ N

14. I understand that if selected, I will be appointed to fill the remainder (approximately 2 years) of a 4-year term that expires January 2027. Y ✓ N

Short-Answer: Please answer the following questions in a separate document in 500 words or less. Each question can be up to 500 words

15. Please describe any experience as a member of a board or decision-making body.

16. What do you see as the major challenges and opportunities facing the Town?

17. Given your understanding of Jackson's town government, what issues would you like to see the Town focus on?

18. What do you see as your role working in a team environment? How do you handle disagreement/conflict with colleagues about an issue or decision?

19. What do you see as the role of local government?

20. Thinking about Jackson's future, what excites you? What worries you? What role, if any, might local government play in crafting that future?

21. Please describe any conflicts of interest you may have or projects/issues on which you may need to recuse yourself.

22. Who do you feel is underrepresented in community conversations and how would you work to bring their voices to the table?

23. What unique perspective or life experience do you bring that could diversify the Council approach to decision-making?

- 24. The appointment process is done without input from voters. If you have not previously run for Town Council, why haven't you? Why should the Council appoint you when you have not been vetted by the voters? Alternatively, if you have previously run and lost, why do you feel the Council should do something voters chose not to do?**
- 25. The Council makes a lot of “shades of gray” decisions; i.e., decisions where both sides make a compelling case. Please share an example of a difficult decision you’ve faced (whether professional or personal), and how you went about deciding it.**



***A word cloud of Jessica Sell Chambers' five letters of recommendation.**

Table of Contents

1. Page 3: Responses to application questions 15-25. For fluidity's sake, I've responded in prose.
2. Page 10: Curriculum Vitae. You are invited to reach out to any of my previous colleagues. Due to personal circumstances, my professional career was paused, hence why I included positions spanning to 2005.
3. Page 14: Five letters of recommendation; three are recent; two additional letters have been included from previous teaching positions with permission. They reflect a broad range of my education, professional experience, character, interests, and span various lengths of time and relationships. The content of all of the letters were placed into a word cloud generator that uses size and color to highlight themes and frequency. Please see image above*.
4. Page 20: A deeper look at the election results: Question 24 expanded.

Relevant Experience

Most relevantly, as you all know, I have served four years as a town councilwoman from 2021-2025 alongside Mayor Jorgensen and Councilman Schechter.

Other relevant experience has ranged from Advisory Board Member with the Jackson Hole Center for Global Affairs) to department advisor (University of Wyoming International Studies Department) and local steering committee member (Interconnections 21 or Mountain Towns 2030) ; Clusters Homeowners Association President; Head Delegate of the International Model United Nations Team at the United Nations in NYC.

I've been immersed in policy and politics since childhood. Growing up in a union household, I was taught that every elected office matters—up and down the ballot. This foundation shaped my deep commitment to community, fairness, and the importance of engaged leadership at every level. This is why I ran for office three times to win my last term on the council.

Challenges as Opportunities

Challenges are opportunities, and we have plenty of them. These challenges don't exist in isolation—they are interconnected, much like the departments within our organization. For example, an issue in IT can ripple across the entire organization. With affordable housing and childcare as constant challenges, I'll focus on other pressing opportunities.

Budget

Our budget remains the town's most pressing challenge, but it also provides a chance to evaluate overlapping expenses and optimize spending. While adding revenue streams is an obvious solution, it's equally important to stretch every dollar to its fullest potential. Residents expect—and deserve—high-quality services, and with the many stressors workers face in our community, essentials like pothole repairs and plowing shouldn't add to the burden.

I'm especially proud of the council's decision to partner with Sustainable Strategies, leveraging their expertise to secure federal grant dollars for important projects. This creative approach was a significant win for the town, and it's a reminder that we must remain proactive and open to innovative solutions that can bring lasting benefits to our community.

Health & Human Services

We also depend heavily on health and human services organizations to meet critical needs. Unfortunately, these organizations face annual state budget cuts even as demand for their services grows, often reflecting the increasing pressures within our community.

Recruitment and Retention

Recruiting and retaining town staff is an ever present priority. Though we've reached a solid staffing level, this issue will always affect the organization and the community. Staffing impacts everything, from public transit to permitting for home improvements. A strong, stable town organizational workforce is critical to maintaining quality services and keeping the town running smoothly for everyone. Additionally, there is a cost to turnover and training. Having solid, experienced employees, with history and commitment is worth every dollar.

Joint Powers Agreements

Joint departments with the county, like START and Fire & EMS, highlight the importance of reviewing our Joint Powers Agreements (JPAs). We've already begun this process and must continue addressing funding and governance issues. Clear expectations strengthen partnerships, ensuring productive collaboration between the town and the county.

Comprehensive Plan

Addressing our Comprehensive Plan (Comp Plan) is overdue. The 2012 Comp Plan shaped the community we see today, but most communities review or redo their plans every 5-7 years. We now have new data and tools to design a community that reflects not just physical growth but also intangible community character like keeping our local workforce. This is a chance to confront issues like super-gentrification, which has displaced everyday Jacksonites.

Equity Lens

Looking at our organization and community through an equity lens is transformative. It influences how we recruit and retain staff, allocate resources, and deliver services to ensure meaningful impacts for those who need them most. The Equity Task Force has been a valuable partner, identifying focus areas and solutions, including collaborations with Shoreline consultants.

Core Services and Day-to-Day Governance

Finally, there are the "balls and strikes," or the everyday core services and policy decisions that must continue alongside major priorities (Councilman Schechter's Iceberg Model). Ensuring staff can deliver on these essentials—while addressing long-term projects and newer council priorities—is vital to our success.

Each of these areas is interconnected, and addressing them strategically will create a stronger, more resilient organization and community. Our challenges are opportunities to innovate, collaborate, and build an organization and town that works for everyone — it's a work in progress that I've been a part of.

Teamwork

At its core, teamwork values the unique ways each person experiences and sees the world. It requires an open mind and a commitment to listening to understand, rather than reacting, judging, or taking offense. Teamwork thrives on clear rules and a shared framework for engagement, along with the humility to set ego aside and genuinely hear others without taking things personally. Being corrected or disagreed with is part of growth and collaboration, not something to take as a personal affront. Equally important, teamwork calls for each member to show up authentically, bringing their true selves to build trust and foster meaningful collaboration.

Just as sports teams thrive on diverse skill sets and strengths, a governing body benefits from members with varied perspectives, focuses, and approaches. Mutual respect is key—especially when disagreements arise. Different ways of communicating, engaging, or maneuvering should be met with openness, not resistance. This respect allows teammates to return, meeting after meeting, ready to collaborate, find common ground, or take a stand. When someone takes a stand, it deserves acknowledgment and thoughtful consideration.

Equally important is self-reflection. How do our actions or tone affect our teammates? For me, I've been working on softening my tone, recognizing that while it feels natural to me, it can come across as off-putting to others. I prefer direct communication when addressing conflict, but I understand that's not comfortable for everyone. Ideally, a team of colleagues fosters an environment where conflict is both tolerable and welcomed as a necessary part of progress.

Fundamentally, teamwork requires people to act like adults—approaching discussions with maturity, professionalism, and respect. This means not taking things personally and understanding that differing opinions or critiques are about the issues, not the individual. By separating personal feelings from professional collaboration, teams can focus on solutions and progress.

Having served on the council, I made it a point to leave decisions and debates in the council chambers once a vote was taken and a meeting ended. I held space for individuality, respecting my colleagues' perspectives and approaches, even when they differed from mine. This balance of direct communication and respect for others' comfort zones is essential for building trust and collaboration in any team. It means everyone must get out of their comfort zones at times.

Growth in a team setting starts with understanding ourselves and others, creating a space where everyone can contribute fully.

A Special Lens

Given my very recent service on the council, I have a deep understanding of local government along with well established relationships with governmental and nongovernmental employees — ranging from town and county department directors and many of the staff; from public works street crew and START mechanics to planners and legal department; from health and human service directors to other community leaders; media reporters and elected boards and appointed board members.

Councilman Schechter's Iceberg Model of local government is an apt analogy. In short, local government is like an iceberg: most people only notice the visible, "above the waterline" elements, like housing or transportation—those hot topics and aspirational goals. However, the majority of what local government does, and is required to do, lies below the waterline, such as providing core services. These often go unnoticed until something goes wrong—like backing your car into a berm left by the plow.

Everything I have detailed above is what I'd like the council to continue to focus on. Additionally, we have a lot of work to do implementing our new Sustainability Plan, continuing to repair relationships with our Wind River tribal neighbors, and moving forward with the Equity Task Force's recommendations.

When I brought forward the idea for the Equity Task Force at my first council retreat in 2021 the main reason was to bring *other* underrepresented voices (women included) into local government, which my colleagues supported. Since its creation the ETF has brought forward many suggestions for ways in which we can improve both the organization, the council and the community, e.g. via our land acknowledgment, an equity audit, and improved entry and exit signage for disabled people. Therefore, in the spirit of empowering underrepresented members of our community, I'd like to continue to prioritize items they bring to our attention.

Excited for the Future

Possibility and problem solving excite me. I've experienced a ton of loss and faced immeasurable challenges in my life. I've found that "worrying" about the future isn't helpful, however, focusing on possibility is. It keeps your head up and your feet and thoughts moving.

As a council, there is much we can and must continue to move forward. Having served on the council, I have a deep understanding of the challenges we face and the bandwidth we have. I bring a realistic perspective on our limitations, obstacles, and opportunities—as well as the infamous PI List.

I fully grasp the importance of eliminating or reprioritizing items to make room for new initiatives. I approach this with no illusions and no learning curve, and I've been fortunate to maintain a sense of realistic optimism. To me, this balance of practicality and excitement about possibilities is a driving force for meaningful progress.

No Conflicts of Interest

I have no conflicts of interest nor foresee any need to recuse myself from council business. That said, I take conflicts—both actual and perceived—seriously. I am committed to reflecting on any potential conflicts in the future. Public trust is paramount, and we must always act in the community's best interest.

Representing Voices

Looking around the rooms of decision-making spaces, it's often clear who is underrepresented. Historically, older white males dominate these spaces—not always, but it's the norm. Over the past two decades, the town and county governing bodies have averaged only 22-23% female representation. This is far from representative of our community, especially given the many qualified women here who could contribute to these roles. So, I ask you: Why aren't there at least two or three women on each governing body? Why aren't there town councils or county commissions entirely composed of women or marginalized groups? (105 years ago doesn't count.) Why don't more women or other underrepresented individuals run for office? What do we need to change on our end from a systems standpoint to fix that? One-offs won't do.

I've worked to change this by running for office persistently, including applying for this appointment despite my loss in the mayoral race. I also helped establish the Equity Task Force to bring missing voices into local government, ensuring underrepresented perspectives are included. This task force not only amplifies those voices but also builds a pipeline of individuals with experience in governance—half the battle of getting people to run for office. If appointed, I would prioritize securing the Equity Task Force's future and implementing their recommendations.

I actively engage with people who differ from me to find common ground and build relationships. I connect with individuals across political affiliations, working to represent the voices and concerns I hear while striving to make the council a more welcoming place for diverse perspectives.

What do I bring that's different?

I also know what it feels like to be underrepresented. Having served on the council for four years, I've seen how unique voices and visions can make a difference. My voice and vision were different. I can't claim to know everyone's experiences, but I do know my own. When I teach classes about social science and especially post-colonialism, I, along with my students, make identity charts as a first step in identifying possible biases. It often starts like this:

I am [REDACTED] with an invisible (and stigmatized) disability, [REDACTED], and an advocate for others. I am bilingual and a second-language learner who understands the challenges of living in a country where your mother tongue isn't spoken. I am white. I'm very educated, but I paid for all of it myself. Former councilwoman. Future?

I am a mother who gave birth to my son naturally at home and I'm raising him in Jackson with my husband, a teacher, to whom I've been married for 15 years. I've experienced profound loss, burying three immediate family members—my brother and mother after tragic accidents, and my father after his long battle with addiction. At 27, I raised my two youngest brothers, aged nine and 15, after our mother's sudden passing in a traumatic and tragic horseback riding accident — it was her first time on a horse, on a family vacation. I left behind a career in international affairs and radio journalism to prioritize my family.

I am a sister, a daughter, a granddaughter, a wife, a best friend, forty-something, I have green eyes, I'm a brunette, now with some (a lot) gray. I was raised Irish-Catholic, in a blue collar home, with a union truck driver and a nurse cum nurse anesthetist, turned professor. I'm an oldest child. I have a brother who died. I'm a social scientist, a historian, a researcher, a writer, an actress and an artist. I have power tools and do carpentry, like my grandfather who was a marine. I'm a world traveler, who loves languages, cultures, and people. A politician. I am a francophile. A feminist. A humanist. An advocate and champion for the abused, especially children, [REDACTED] and those generally left out or behind.

Profound challenges and incredible joys have shaped my journey, from personal sacrifice to the rewards of service and community. Learning to ski in 2010 became a symbol of resilience, persistence, and growth—and while my progress has been impressive, I understand that not everyone moves here for skiing, mountain biking, or outdoor pursuits.

Clearly, this is a small slice of who I am — often the students and I would populate our lists throughout the semester as we recognized new identities we hadn't considered or that we realized we shared.

Commitment to Service

With an ACE score¹ through the roof, my own experiences drive my vocal support for those in need. Understanding the long-term impacts of adversity fuels my commitment to advocating for policies and initiatives that uplift and protect vulnerable individuals in our community. I bring my lived experience, dedication to inclusion, and relentless drive to this role. Representation matters, and I'm committed to ensuring that all voices have a seat at the table.

¹ Adverse Childhood Experiences (ACE) score measures exposure to traumatic events during childhood, such as abuse, neglect, or household dysfunction, which can impact long-term health and well-being.

Response to Appointment Concerns

The appointment process provides an opportunity to strengthen the council by selecting a candidate with proven experience, persistent commitment to representing us, and significant community support. In the recent mayoral race, I earned 32.39% of valid votes in a competitive two-way race—proportionally exceeding the support received by several current and incoming council members in a four-way council race. This demonstrates the strong backing I have from voters who deserve representation. (See page 20 for a deeper look.)

Appointments are not about bypassing voter intent but ensuring effective governance. I've run for office three times before succeeding, demonstrating persistence, dedication, and a commitment to public service. In 2020, I received more votes than any council candidate before or since, except for fifth-generation local Jim Rooks. This reflects the trust and confidence the community has placed in me.

I didn't come from privilege—my family sacrificed vacations and novelties so I could not only run for office but also serve. Those sacrifices, along with my lived experiences, have shaped my deep commitment to addressing critical issues like affordable housing, sustainability, and small business support.

An appointment is not just about filling a seat; it's about ensuring the council reflects strong, proven leadership. With four years of council experience, I bring the skills, stability, and perspective needed to help Jackson tackle its most urgent challenges.

Elections are an important measure of community preferences, but they don't always tell the whole story. Factors like turnout, barriers to participation, and the complexities of voter behavior mean that some voices may not be fully reflected in the results. This invites us to consider how we can better foster collaboration and shared leadership to ensure all members of our community feel represented. When we rely solely on election outcomes to guide decisions, we risk overlooking opportunities to bridge divides and work together more effectively. And it raises an important question: Is this mindset failing us?

When we cling to the notion that elections are the sole measure of community support, we risk missing the bigger picture. Voters lose out because this perspective doesn't leave room for collaboration, shared leadership, or acknowledging the voices of those who supported candidates who didn't win. It can also increase polarization, making it harder for us to work together and find common ground.

Instead of sticking with old ideas, let's ask how we can create a system that truly serves everyone—one that values every voice, fosters unity, and focuses on moving forward together. By appointing me, the council signals its commitment to collaboration, inclusivity, and the town's best interests over political divides. This decision honors voter voices, strengthens leadership, and secures a better future for Jackson.

Making hard decisions

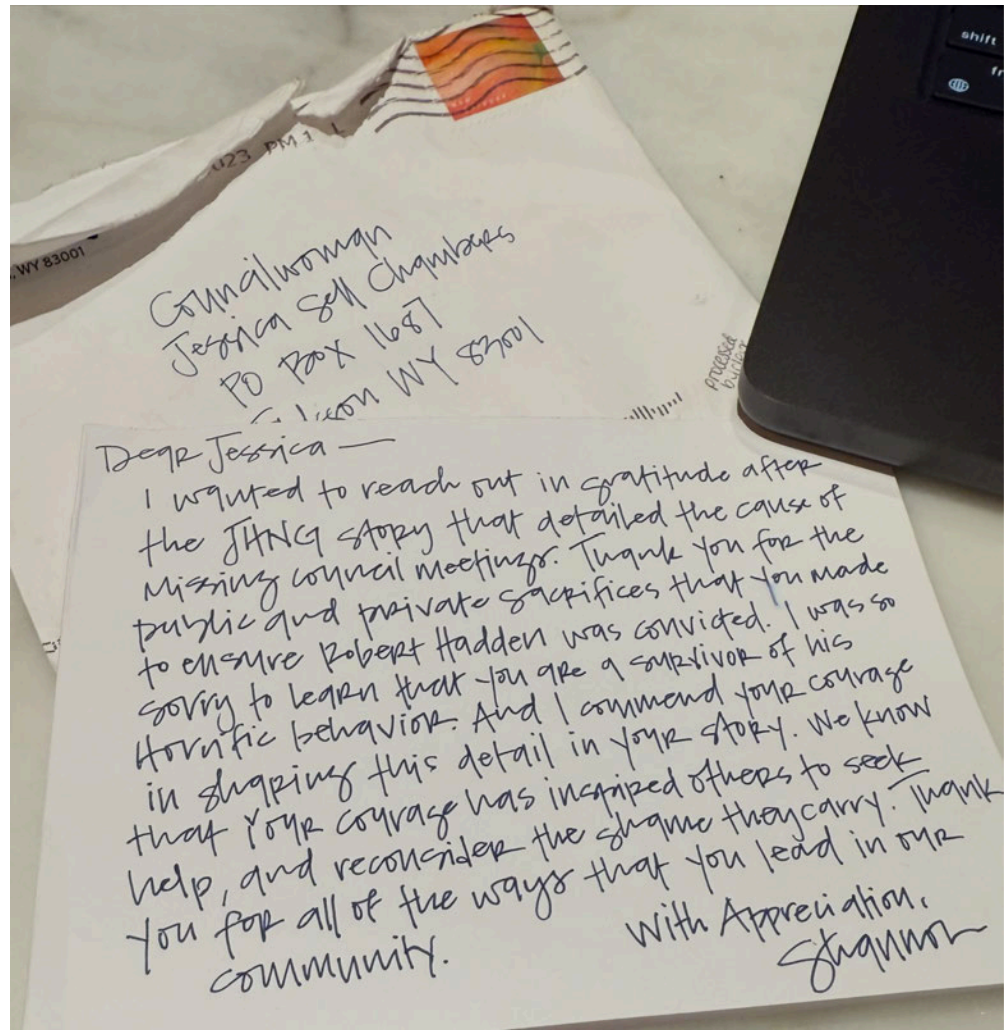
Deciding to apply for this seat was one of the hardest decisions I've ever made. After four challenging years on the council—marked by public attacks, brutal letters to the editor, difficult dynamics within the council, microaggressions, and the disheartening realization that much of the public doesn't always engage with the nuances of governance—I questioned whether stepping forward again was worth it.

Being misgendered during meetings, for example, was both isolating and embarrassing—not because of the act itself, but because of the awkwardness of having to correct it and then the judgment for having embarrassed the person who misgendered me. That experience underscored how much work remains to create an inclusive and respectful environment—not just for me, but for everyone. I have to trust that my former colleagues and the community would see value in the work I did and the priorities I fought for.

Still, the questions loomed: What if I'm rejected? Am I deluding myself? What if they don't even select me to interview? Do I want to deal with some people judging me for staying the course, when they think and whisper, 'god how embarrassing, she lost and won't give up'. But I realized those concerns weren't mine. When deciding to apply, I reflected deeply on why I do this work. I thought about the issues I've championed—affordable housing, sustainability, equity, trauma informed processes—and the voices I've worked to amplify. I weighed the personal toll against the potential to continue making a difference and ultimately decided that stepping forward again was the right choice.

I approached this decision as I do all difficult ones: by grounding myself in my values, seeking counsel from Reed and trusted friends, looking at my mementos², and asking how I can best serve the greater good. It wasn't easy, but it was a deliberate and thoughtful choice, rooted in my deep commitment to the work and the people of Jackson.

I and many others thank you for your thoughtful consideration.



² I keep this little card with me as a reminder about why I do what I do. When I need a pick-me-up I pull it out and read it, and I keep going.

Jessica Sell Chambers

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]

January 15, 2025

Dear Mayor Jorgensen and Council,

Thank you for considering my application for the vacant council seat.

Serving as a town councilwoman from 2021–2025 alongside Mayor Jorgensen and Councilman Schechter was one of the most challenging and rewarding experiences of my life. It deepened my understanding of governance, strengthened my resolve, and affirmed my commitment to addressing our community's most pressing challenges.

Challenges, like affordable housing and childcare, don't exist in isolation—they're interconnected with the broader complexities of governance. My time on the council taught me that our community needs experienced leaders who understand these connections and can address them strategically. Whether it's ensuring fiscal responsibility in our budget, improving recruitment and retention of staff, or advancing the Equity Task Force's critical work, I've remained focused on sustainable, inclusive solutions that serve everyone.

Deciding to apply for this seat was not easy. After four years of public service marked by both successes and challenges—including microaggressions and the humbling experience of being misgendered—I've had to reflect deeply on why I continue this work. The answer is simple: Jackson matters to me, and I believe in the power of collaboration, representation, and persistence to build a stronger community.

I bring not just experience, but a commitment to inclusivity and fairness, and a deep understanding of the issues that shape our town. I am ready to continue working with the council and the community to address our challenges with creativity, respect, and determination.

Thank you for your thoughtful consideration. I would be honored to continue serving Jackson in this capacity.

Sincerely,

A handwritten signature in grey ink, appearing to read 'Jessica Sell Chambers', with a stylized, flowing script.

Jessica Sell Chambers

Curriculum Vitae

Master of Arts, Education, Social Science
University of Southern California

Bachelor of Arts, International Studies & Affairs, Culture & Communication
The City College of New York, City University of New York

POLITICAL/POLICY WORK

City Councilwoman, Jackson, WY, 2021-2024

Proud Accomplishments and Focus Areas

- Affordable Housing & Childcare: Championed affordable housing initiatives and supported a town childcare facility to address critical community needs.
- Equity Task Force: Established the Equity Task Force to bring diverse voices into policymaking and foster inclusivity, organizationally and communally
- Small Business Support: Advocated for small businesses, including securing affordable commercial spaces.
- Budgetary Oversight: advocated for fiscal responsibility through careful budget management and empowerment of city manager
- Accountability: Institutionalized third-party reviews of the Town Manager and Town Attorney for transparency.
- Sustainability & Climate Action: supported a Climate Action/Sustainability Plan and the Mountain Towns 2030 (MT2030) Conference in Jackson.
- Employee Compensation: Conducted an employee salary study and established a pay philosophy to attract and retain talent.
- Comprehensive Planning: Queued the Comprehensive Plan review for 2025, focusing on sustainable community protection and growth.
- Health & Human Services: Strengthened support for local health and human service organizations amid rising demand and reduced state funding.
- Joint Powers Agreements: Led updates to Joint Powers Agreements for Fire & EMS and START to improve governance and funding clarity.

Model United Nations Consultant and Instructor, Jackson, WY, 2010-ongoing

Advisor and Consultant

Susie Rauch, Ed.D, the founder and executive director of Interconnections 21, was a colleague. I had the pleasure of working with her along with many other colleagues and partners over the years.

- Program Planning and Coordination: Advised and planned programming for the Teton County Model United Nations Conference. Recruited participants and schools across Wyoming, Idaho, and the Wind River and Fort Hall Indian Reservations.
- Research and Content Development: Researched and authored conference background guides on United Nations history, committee structures, and current international issues such as sustainability, human rights, and combating human trafficking.
- Training and Education: Created training materials and curriculum; conducted training sessions on research, negotiation, public speaking, and conference preparation. Trained participants, teachers, and chairs on Robert's Rules of Order/Parliamentary Procedure and chaired conference sessions.
- Outreach and Promotion: Promoted the program to parents, donors, and lecturers; supported grant-seeking efforts and engaged with press and media. Acted as a liaison between field experts, students, and the organization, sourcing experts, keynote speakers, and volunteers.

Nathan Wednt for U.S. Senate, Wyoming 2020

Campaign Manager

- Campaign Management: Managed campaign operations and coordinated with a media strategist.
- Marketing and Media: Created advertisements, graphics, images, and videos (live and post-edited).
- Fundraising and Financial Oversight: Fundraised and strategically managed campaign expenditures.
- Policy and Messaging: Conducted policy and issue research, crafted policy positions, and prepared for debates and speeches.
- Public Engagement: Engaged in public speaking, constituent outreach, and public relations.
- Statewide Advocacy: "Stumped" for the candidate across the state.

University of Wyoming, International Studies Department, WY, 2011-2012

Consultant, Researcher, Author, University of Wyoming Model UN

Jean Garrison, Ph.D., Director of International Studies Center

- Conference Advising and Development: Advised on the structure, materials, and resources for a premier conference. Constructed conference-based training materials and resources to support participant preparation.
- Research and Content Creation: Researched and authored background guides on United Nations and committee histories, structures, and current international affairs.
 - Protection of Human Rights & Fundamental Freedoms
 - Implementing the Responsibility to Protect
 - Palestinian Statehood
 - Security Council Reform
 - Fostering Sustainable Development and Access to Energy in the Least Developed Countries
 - Climate Change and Human Security
- Training and Workshop Facilitation: Designed and conducted a day-long training workshop for university professors and teachers. Trained all participants in parliamentary procedure (Robert's Rules of Order) to prepare for effective conference participation.

Jackson Hole Community School, Jackson, WY, 2011 — ongoing

High School History/Social Science Teacher

Amy Fulwyler, then Interim Head of School

Pete Ginsbury, Social Science Department Director, pginsbury@jhcschool.org

The Journeys School, Jackson, WY, 2012

High School History/Social Science Teacher

David Porter, Director of Upper School, david.porter@journeysschool.org

- Curriculum Planning and Instruction: Planned and instructed courses in World Religions, 20th Century World History, Model United Nations Preparation, Algebra, Algebra II, and Geometry, as well as four sections of high school history for grades 9-12, including two International Baccalaureate curriculum sections.
- Student Assessment and Progress Monitoring: Built rubrics and other assessment tools; assigned, assessed, and graded student work using various technologies and online school software. Prepared progress reports and conducted parent conferences to discuss student development and performance.
- Collaboration and Meetings: Attended student progress and faculty meetings to ensure alignment on educational goals and foster collaborative teaching practices.

Collège Alain Fournier et Collège Saint André, Bordeaux, France, 2006-2007

English Teacher, Middle School

Asistant de Langue Charles de Gaulle, Ministère de l'Éducation nationale (France)

Michele Garrec, Directrice, Département d'Anglais, mdgarrec@yahoo.fr

- Lesson Planning and Instruction: Develop and deliver engaging English lessons, focusing on grammar, vocabulary, speaking, listening, and cultural exchange.
- Student Engagement and Assessment: Encourage conversational practice, assess progress, and provide constructive feedback to build confidence and proficiency.
- Collaboration and Curriculum Alignment: Work with French teachers to align lessons with the curriculum and share effective teaching strategies.
- Classroom Management: Foster a positive, inclusive learning environment while addressing diverse learning styles and needs.
- Cultural Exchange and Extracurricular Activities: Introduce English-speaking cultures and encourage language use through clubs, activities, and discussions.

RADIO/JOURNALISM

Planet Jackson Hole Jackson, WY, 2016-2018

Editor, Copy Editor, Journalist, Reporter

Robyn Vincent, Editor-in-Chief

- Writing and Editing: Read and edit copy weekly, occasionally reorganizing content, ensuring impeccable grammar and spelling. Summarized articles to craft engaging headings, decks, and captions.
- Reporting and Research: Reported on current and local affairs, maintaining source confidentiality and controlling for bias. Conducted effective and rapid research to comprehend complex subjects and communicated material and policy in a simplified, accessible manner.
- Deadline and Stress Management: Worked under very strict and often tight deadlines in a high-pressure, fast-paced environment.

Newsweek on Air, Newsweek, New York, NY, 2008-2009

Producer

for David Alpern, writer, and senior editor at Newsweek Magazine

- Radio Show Production and Coordination: Assisted David Alpern in producing a weekly radio news show, including developing the show lineup, sourcing news for updates, and writing attributions and synopses. Organized weekly guests and subject experts, managing pre-production schedules, confirming segment time slots, and securing participation for day-of recording.
- Studio and Segment Production: Oversaw general studio production, including pre- and post-production tasks. Wrote, anchored, and recorded the on-air "archive" segment, ensuring content quality and relevance.
- Administrative and Distribution Responsibilities: Managed weekly payroll for interviewees and producers. Monitored post-production review and recording processes, ensuring accuracy and quality before distributing the weekly recording to recipients.

King Biscuit Entertainment (Wolfgang's Vault) NY, NY, 2005-2007

Radio Show Affiliate

George Alexandrou, President

- Executive Support: Assisted the President and CEO with marketing research, analysis, organization, and artist contract management.
- Staff Management: Hired, trained, and managed staff across departments; oversaw major projects and coordinated the transition to new ownership.
- Radio Show Production: Maintained, distributed, and developed a syndicated radio show; coordinated promotions with radio network affiliates and produced a weekly podcast.
- Digital Archiving: Organized and facilitated the digitization of Wolfgang's Vault musical archives.

HONORS/AWARDS/ELECTIONS

National Committeewoman, 2016-2024

Jackson City Councilwoman 2021-2025

Chairwoman of the Wyoming Democratic Party Progressive Caucus, 2017-2019

United Nations, Permanent Level 2, Public Information Examinee, 2009

The Paul Aron Award for Outstanding Research, 2008

The Winston Fellowship, 2005-2006

Charles de Gaulle Scholarship 2005-2006

Outstanding Delegation Award, Head Delegate, National MUN Conference, 2004 & 2005

Member of Honors College, 2005-2009

President George W. Bush, Red Cross Certificate of Merit, 2001

Pittsburgh Bureau of Police Recognition of Excellence, 2001

VOLUNTEERING

Elk's Club, Elk, 2024

Tumbleweed Creative Arts, 2022-present

Jackson Elementary School Volunteer 2019-present

Jackson Hole United, 2017-2019

Shelter JH, Housing Advocacy Group, 2016-2021

College Bound Latinas Advisor, 2012-2016

Girls Actively Participating Leader, J.H. Middle School, 2012

Colter Elementary School Volunteer, 2010-2011

Colfax Elementary School Volunteer, 2009-2010

INTERESTS

Family, language, people, writing, art, outdoor recreation, hot yoga, skiing, photography, travel, music, psychology, education, politics, political science and international affairs, JEDI.

Don't Be Misled by the Vote Total: Why Appointing Councilwoman Jessica Sell Chambers Strengthens Our Town's Future (Question 24 expanded)

Call to Action: Mayor and council members, let's prioritize unity, honor community voices, and fortify Jackson's leadership by appointing Councilwoman Jessica Sell Chambers.

Numbers alone don't tell the whole story, especially when comparing a two-way race to a four-way race for two seats. It's not just about simple vote counts—Jessica Sell Chambers' **32.39% of valid votes** in the 2024 mayoral race carries far more weight than it may initially seem. Her substantial support outshines several current and incoming council members, making a compelling case for her appointment. Here's why proportional representation matters, how her electoral strength could shape the future of the Town of Jackson, and why appointing her would be a strategic move for the mayor and the council.

Electoral Strength and Proportional Representation

In the 2024 low-turnout mayoral race, **Jessica Sell Chambers secured 1,542 votes**, representing **32.39% of all valid votes**. This support level is greater than the percentages received by several current and incoming council members, underscoring the necessity of ensuring her voice—and the voices of a third of the community—are represented on the council.

Math Breakdown:

Vote Share Comparison:

- **Jessica Sell Chambers:** 32.39% (2024 Mayoral Race)
- **Councilwoman:** 25.19% (2024 Council Race)
- **Councilman:** 28.71% (2024 Council Race)

Understanding Two-Way vs. Four-Way Races

The dynamics of a two-way race are fundamentally different from those of a four-way race for two seats:

1. Two-Way Race Dynamics:

- In a two-way race, like the 2024 mayoral election, candidates compete head-to-head, and the vote share is highly concentrated. Winning requires a clear majority, often above 50%, and every vote carries significant weight. Despite this challenging format, **Jessica Sell Chambers secured 32.39% of valid votes**, demonstrating robust community support.

2. Four-Way Race Dynamics:

- A four-way race for two council seats distributes votes more broadly among candidates. Typically, candidates win seats with **25-30%** of the valid votes. The effects of vote splitting mean that a candidate like Jessica Sell Chambers, with **32.39%**, would be a clear frontrunner. Her demonstrated support far exceeds the typical threshold needed to secure a council seat, emphasizing her electoral strength and widespread community backing.

Key Points for Consideration

1. **Substantial Voter Support:** Jessica Sell Chambers' **32.39% of valid votes** surpasses the vote shares of multiple elected council members, including the **councilwoman-elect (25.19%)** and the **councilman-elect (28.71%)**. This is not just a strong showing—it's a decisive indicator of community backing.
2. **Proportional Representation Matters:** Ensuring proportional representation means recognizing and valuing the voices of **engaged voters** who supported her. Appointing Jessica Sell Chambers would ensure these community members continue to have a say in local governance, especially on crucial issues like housing and sustainability.
3. **Strength in a Competitive Field:** Securing 32.39% in a two-way race is no small feat. In a four-way race, this level of support would have translated into a top-two finish, demonstrating her strong base and appeal across the community.
4. **Experience and Continuity:** With **four years of council experience**, Jessica Sell Chambers brings not only a deep understanding of policy and governance but also a proven track record of action on pressing issues.

Her appointment would ensure a seamless transition, bolstering stability and effective leadership.

Strategic Benefits of Appointing Jessica Sell Chambers

1. Rewarding Civic Engagement and Acknowledging Voter Support:

- Appointing Jessica Sell Chambers would meaningfully recognize the **1,542 voters** who supported her. This decision would validate their civic engagement and reinforce the message that every voice matters in the governance of Jackson. It would foster goodwill and signal that the council values inclusivity and respects diverse community perspectives.

2. Ideological Alignment and Policy Collaboration:

- Jessica's focus on **affordable housing, environmental sustainability, and small business support** aligns with many of the mayor-elect's goals. Her expertise and passionate advocacy would bolster the council's ability to address these pressing issues effectively. By appointing her, the administration would gain a dedicated and knowledgeable partner, enhancing its impact and demonstrating a unified commitment to the town's well-being.

3. Balancing Perspectives for Constructive Governance:

- Incorporating Jessica Sell Chambers into the council would introduce a valuable balance of viewpoints, reflecting the diversity of the community. This move would foster more thoughtful and comprehensive decision-making, encouraging healthy debate and collaboration. Her presence would underscore the administration's dedication to democratic values and effective governance.

4. Demonstrating Leadership and Unity:

- For the mayor-elect, appointing a former opponent is a powerful act of leadership. It signals strength, confidence, and a commitment to the greater good. This decision would show that the administration prioritizes the town's well-being over political rivalry, earning respect from both supporters and critics. It sets a tone of collaboration and unity, aligning perfectly with the mayor-elect's focus on consensus.

Conclusion

Jessica Sell Chambers' **32.39% of valid votes** reflects a significant community endorsement, stronger than the support received by several elected council members. Appointing her to the vacated council seat—and even considering her for mayor pro-tem—would not only honor the democratic will of thousands of residents but also showcase the mayor-elect's commitment to inclusive, strategic governance. This decision prioritizes unity, fosters collaboration, and strengthens the leadership that the Town of Jackson needs to thrive.



Application for Town Council

Instructions: Please fill out this application and provide a cover letter and resume including two references with their contact information. If you would rather fill out a Word Doc, request it from the Clerk, listed below. Submit complete applications as email attachments to Town Clerk Riley Hovorka: clerk@jacksonwy.gov or bring a printed copy to Town Hall at 150 East Pearl by 4:00pm on Thursday, January 16. Direct questions to Town Manager Tyler Sinclair: tsinclair@jacksonwy.gov or 307-734-3480.

Application Questions

1. Full Name: Alyson Spery
2. Residence Address: [REDACTED]
3. Mailing Address: [REDACTED]
4. Phone Number: [REDACTED]
5. Email Address: [REDACTED]
6. I am over 18 years of age: Y ☒ N
7. Resident of the State of Wyoming Since (month/year): 09/2007
8. I affirm I am a registered voter in the Town of Jackson: Y ☒ N
9. I affirm that I am not currently adjudicated mentally incompetent: Y N ☒
10. I affirm that I have not been convicted of a felony, or if I have been convicted that my civil or voting rights have been restored: Y N ☒
11. I understand that Council's current regular meetings are at 1:30pm and 6:00pm on the first and third Mondays of the month. Y ☒ N
12. I understand that special Town Council meetings, in addition to regular Town Council meetings, may be called by the Mayor or a majority of Council, as needed. Y ☒ N
13. I can attend Council's Retreat on February 12 and 13 of 2025. Y ☒ N

14. I understand that if selected, I will be appointed to fill the remainder (approximately 2 years) of a 4-year term that expires January 2027. Y ✓ N

Short-Answer: Please answer the following questions in a separate document in 500 words or less.

15. Please describe any experience as a member of a board or decision-making body.

16. What do you see as the major challenges and opportunities facing the Town?

17. Given your understanding of Jackson's town government, what issues would you like to see the Town focus on?

18. What do you see as your role working in a team environment? How do you handle disagreement/conflict with colleagues about an issue or decision?

19. What do you see as the role of local government?

20. Thinking about Jackson's future, what excites you? What worries you? What role, if any, might local government play in crafting that future?

21. Please describe any conflicts of interest you may have or projects/issues on which you may need to recuse yourself.

22. Who do you feel is underrepresented in community conversations and how would you work to bring their voices to the table?

23. What unique perspective or life experience do you bring that could diversify the Council approach to decision-making?

- 24. The appointment process is done without input from voters. If you have not previously run for Town Council, why haven't you? Why should the Council appoint you when you have not been vetted by the voters? Alternatively, if you have previously run and lost, why do you feel the Council should do something voters chose not to do?**
- 25. The Council makes a lot of “shades of gray” decisions; i.e., decisions where both sides make a compelling case. Please share an example of a difficult decision you’ve faced (whether professional or personal), and how you went about deciding it.**



15. Please describe any experience as a member of a board or decision-making body.

I served on a council overseen by the Gallatin County (Montana) Office of Youth Probation to provide alternative sentencing to first-time juvenile offenders. We were a small group composed of people from different strata of the region, including youth probation officers and community members. We met with the offenders as an alternative to adjudication. We operated on consensus.

I also served for two years on the board of an organization known as God's Garden in Gallatin Valley. The garden grew produce that it donated to local food banks. I was the only woman and much younger than the other board members, but we worked well together because we all knew the importance of the organization and were motivated to keep it going.

Additionally, I served on the advisory board of the outdoor recreation group Camino Conmigo. Our priority was to support a Latino-founded and led organization and to establish and foster relationships with community partners and federal land management agencies. During my time on the board, Camino Conmigo merged under the umbrella of Coombs Outdoors and found financial support through the Travel and Tourism Board and the Friends of Bridger-Teton.

16. What do you see as the major challenges and opportunities facing the Town of Jackson?

The challenges facing Jackson are not new: housing, transportation, and ecosystem stewardship. Supporting our most vulnerable community members will always be at the top of this list. While those challenges can feel daunting, we will always have opportunities to make progress—if we commit to working together and focusing on where we agree. That is true for the community at large and for our elected officials as well. We cannot solve all of our problems overnight, but we can show up every day and keep working on them.

17. Given your understanding of Jackson's town government, what issues would you like to see the town focus on?

Jackson's town government does a great job with limited resources. Funding is always an issue when it comes to meeting the town's goals. I want the Council to ensure that funding is available to meet the community's needs and maintain our quality of life.

Local government has charted a good path in addressing housing insecurity by diversifying its approach to the issue, but we have not yet arrived at the goal of housing 65% of the workforce in the county. We must continue to work towards that goal to have a sustainable and healthy local economy. Also, property taxes have become a burden for some of our more vulnerable community members, and I'm interested in finding ways to help those in need.

Continuing to provide efficient public transportation is one way to address congestion and ecosystem stewardship. As the Virginian Lane development will become home to hundreds in the near future, connecting transportation routes will be one part of that equation as well as considering the most environmentally responsible way to park their cars on site.

With the ending of the emergency construction moratorium the town has the opportunity to reassess large scale buildings and determine where they are and are not appropriate. If those buildings are in the heart of town there will be services to support the development, as the Comprehensive Plan suggests.

I'm particularly interested in how the Equity Task Force shares its diverse perspectives with the local government. Its creation was an important step towards a community that aligns with the value of supporting all who call Jackson home. Particularly, I would like to see increased focus on outreach and involvement within the Latino community.

I know the Town and County are dedicated to these issues, and I hope to help move them forward.

18. What do you see as your role working in a team environment? How do you handle disagreement/conflict with colleagues about an issue or decision?

I am an open-minded person who cares more about understanding than being right. I strive to hold onto the bigger picture and to respect my personal and professional relationships when in conflict. I have always viewed conflict as an opportunity for improved communication.

I studied conflict resolution, trained in it, practiced it, taught it, and continue to apply those skills in my everyday life. I worked for Outward Bound specifically because they had a methodology for dealing with the inevitable conflict that arose on courses, where strangers would spend nearly every moment together on an expedition, paddling canoes in pairs, rationing food, pushing themselves physically and mentally, and then sleeping head-to-toe in tents. Stressful environments like that often result in conflict, and the skills I learned there have served me well whether working with at-risk teenagers at the Van Vleck House or on one the various boards I have been a member of.

19. What do you see as the role of local government?

I think our town government's role is to provide the services that the public wants and needs that cannot be provided by the private sector or state or federal government. The Town Council's role is to seek out and understand what the public wants and to decide whether and how to provide it. My personal approach to this would be to spend a lot of time connecting with town residents to better understand what they want, and then rely on the experts on staff at the Town

to help us understand how to provide that and if we have the resources to do that. We should strive to serve in a way that is fair for all residents.

20. Thinking about Jackson's future, what excites you? What worries you? What role, if any, might local government play in crafting that future?

I feel hopeful about Jackson's future. Though we have great challenges before us, we also have committed people and financial potential to solve our issues. Jackson is a wonderful place to live.

I think we're doing a great job of protecting and preserving our area's ecosystem. But we can do better - especially with water quality. We will always struggle to meet the housing needs of the many people who want to live in our community, but town and county governments made great progress towards ensuring that our local workforce can live here. Traffic will always be an issue, but we continue to improve our public transportation, our roads, and our pathways.

21. Please describe any conflicts of interest you may have or projects/issues on which you may need to recuse yourself.

I do not have any at the moment, nor do I foresee myself having any.

22. Who do you feel is underrepresented in community conversations and how would you work to bring their voices to the table?

I believe identity politics can oversimplify the diverse experiences among people who share a race, gender, or religion. A person's beliefs are shaped by their unique life experiences. I am not a woman who can speak for all women, nor do I think someone is qualified to lead because of their identity.

Statistically, however, if half of our county is female, and a quarter of it is Latino, then over time, our local government would tend to reflect that. But that is not yet the reality.

Women in leadership bring more women to the table. Womomentum recruited me to serve as a mentor this year for their 15th cohort. The relationship I'm developing with my mentee, who was a complete stranger to me just months ago, offers both of us a supportive space to grow personally and professionally. I've also been a huge fan of the Latina Leadership Conference at the University of Wyoming and was honored to be asked to present documentaries from the Sister Cities Docuseries at their summit in 2020. I aim to empower the next generation of leaders to tell their stories and be bold in crafting their lives.

I've worked hard at building bridges across our communities. Being a Spanish speaker, having lived in Tlaxcala, Mexico, and working with Latino coworkers all inform me. So does being a woman. I believe my role as a Council member would mean serving all my constituents, and to me, that means meeting them where they are. Sometimes they are at Town Council meetings,

but more often they are not. I will continue to reach out to them to listen, to inform them about projects and initiatives in front of the local government, and to help them get involved.

23. What unique perspectives or life experiences do you bring that could diversify the Council approach to decision-making?

Diverse perspectives on Town Council are important. I've worn many hats in my life. I've been an observer behind the lens of a camera, a listener attuned to hear what's left unsaid, an educator, a student, an undocumented person working abroad, a leader and a follower. I've been a housekeeper and a restaurant server and an artist working abroad on a Fulbright diplomatic visa. The breadth of these experiences informs my ability to adeptly change roles to match what the time, place, and people need in a given situation. All of these experiences have taught me how to work together with other people towards a common goal, even if we don't always agree on how to get there.

24. The appointment process is done without input from voters. If you have not previously run for Town Council, why haven't you? Why should the Council appoint you when you have not been vetted by the voters? Alternatively, if you have previously run and lost, why do you feel the Council should do something voters chose not to do?

I have been encouraging other people to run for office for the last few years. Some people encouraged me to run as well. Last year I helped cover the last election for KHOL, facilitating One Small Step Conversations with constituents and those running for public office. The purpose of the conversations was to find common ground —and to provide insight for voters about the candidates. Through this work, I was inspired to personally consider serving in public office.

Having said that, I think that running a political campaign is a daunting task. There are many well-qualified people who would make great elected officials but don't really know how to campaign. I know that because I am one of them. While it is rare that the Town Council appoints a member, it is an opportunity for the Council to pick someone who might not be a good campaigner but would be a great member of the team.

25. The Council makes a lot of “shades of gray” decisions; i.e. decisions where both sides make a compelling case. Please share an example of a difficult decision you've faced (whether professional or personal), and how you went about deciding it.

One example that comes to mind is from my time as program manager of Big Sky Youth Empowerment, a mentoring program for adolescents. One of our teenage participants shared with me that she had gotten high with one of our adult volunteer mentors outside of our program. That immediately raised concerns and required follow-up. I spoke with the mentor, who denied everything, and then I circled back to the participant, who repeated her claim. I consulted with my coworkers and our director. We decided to dismiss the mentor. A year later the participant confessed that she made the story up and expressed remorse that her lie had

affected the volunteer. I was disappointed and humbled. I made what I thought was the right decision based on the information I had. Although this was hurtful to the volunteer, the decision showed the participant the consequences of lying. Ultimately, I stood by the organization's values for our code of conduct.

I recognize that individual scenarios differ from deciding whether to vote "yes" or "no" on an issue that divides the community. When in that position I would hear from constituents and listen to the recommendations from town staff and experts. I would apply my own values to make the best decision I could. And then I would explain it as best I could. Once the decision was made, I would move on. Whether I was on the winning side or not, I would support the Council's decision and consider the issue settled.

Alyson Spery

rooted in community



January 8, 2025

Town of Jackson
150 E Pearl Ave
PO Box 1687
Jackson, WY 83001

Dear Mayor Jorgensen and Town Council Members,

I am writing to inform you of my intent to apply for appointment to the recently vacated Jackson Town Council seat. I have lived in Jackson for nearly 10 years, moving here in the mid-2000s with a stint in Montana where I attended graduate school, before moving back in 2018. Jackson is my home. I have put my roots down here, and I wish to deepen my involvement in this community.

Over the years, I have strengthened my commitment and connection here through extensive volunteer and non-profit work. I am excited about this opportunity to continue that service as a member of the Town Council.

My degree in public policy, my commitment to improving our community, and my ability to listen and bring people together will serve me and our community well as a Town Councilor. My schedule will allow me to attend all special and regular meetings of the Council, as well as attend to other duties.

Thank you for your consideration, and I look forward to the opportunity to discuss this further.

Sincerely,

A handwritten signature in black ink, appearing to read 'Alyson Spery'.

Alyson Spery, MFA

Alyson Sperry

rooted in community

SKILLS

Community engagement | Storytelling | Spanish | Conflict mediation | Cinematography | Video/sound editing

RELEVANT EXPERIENCE

DIY Docs, Jackson, WY | Founder/Educator: 2019 - present

Non-profit media production/education organization democratizing storytelling

- Develop programming, oversee fundraising (including grant writing), communications and strategy, including press releases, website development and event planning
- Created and produced The Sister Cities Docuseries, a collection of short documentary films, directed by first-time filmmakers
- Plan and instruct documentary filmmaking workshops in English and Spanish in partnership with community organizations in Wyoming, Montana, and Tlaxcala, Mexico

Maven Media, LLC, Jackson, WY | Founder/Principal: 2022 - present

Independent film production company

- Write proposals and budgets for projects; Assembles and manages a team of independent contractors
- Directed outdoor educational videos to encourage and inform Spanish-speaking community on responsible recreation
- Coordinate with federal agencies to secure film permits for production on public lands

KHOL & StoryCorps, Jackson, WY | “One Small Step” Producer: 2023 - 2024

Nation-wide audio series to mend polarization through civic discourse within local communities

- Established partnerships with local political parties, religious institutions, and educational centers to recruit participants and foster participation from across community
- Screened applicants and matched partners for one-on-one conversations, including candidates running for office with the constituents they aim to represent
- Planned a public listening event with a live One Small Step conversation and participant talk-back session
- Archived conversations at the Library of Congress

Jackson Hole Flight Services, Jackson, WY | Customer Service Specialist: 2023 - 2024

Non-profit aviation management organization, overseen by local government, serving non-commercial flights

- Coordinated services between vendors, crews, and airport ground operations
- Accountable for responsive written and verbal communications and timely invoicing

Fulbright Fellowship, Garcia Robles, Tlaxcala, Mexico | Student Arts Fellow: 2021 - 2022

Grants funded by United States and Mexico for academic research

- Lived for an academic year and taught within three communities in Tlaxcala, Mexico offering culturally competent documentary filmmaking courses
- Produced “The Sister Cities Docuseries” featuring 25 short films directed by Tlaxcaltecs and Jackson residents with roots in Tlaxcala

One22 Resource Center, Jackson, WY | Client Services Specialist: 2020 - 2021

Non-profit serving low-income community members through financial hardships

- Assisted clients in navigating and securing access to community, state, and federal resources
- Adapted to a nearly 200% increase in demand for services during the height of the COVID19 Pandemic
- Developed trusted relationships with clients through compassionate, confidential, and non-judgmental service

Big Sky Youth Empowerment, Bozeman, Montana | Program Manager: 2012 - 2016

Non-profit serving at-risk youth with adventure-based group mentoring

- Recruited, trained, and supervised a staff of 30+ volunteer mentors for 100+ youth participants
- Designed and facilitated over 2,000 hours of comprehensive, innovative curriculum for 8th-12th graders
- Invented “Workships”, a summer employment program to provide participants with meaningful employment in their field of interest in partnership with community businesses and organizations

Outward Bound, Ely, Minnesota & Baltimore, Maryland | Instructor: 2006 - 2010

Outdoor education non-profit

- Led youth and adult students on multi-week wilderness expeditions through the Boundary Waters Canoe Area and along the Appalachian Trail
- Taught experiential lessons on survival, leadership, and interpersonal communication skills. Facilitated workshops with adolescents and their parents as part of program for at-risk youth

LOCAL SERVICE

Womentum | September 2024 - present

Mentor

Rotary Club | January 2024 - present

Silent auction co-organizer for annual Casino Night fundraiser. Funds raised in the 2024 silent auction exceeded all past years.

Elks Club | January 2024 - present

Scholarship committee chairperson. Updated scholarship application to be name and citizenship status blind. Integrated scholarships to be included in the Fund for Public Education.

Camino Conmigo | 2020 - '23

Advisory Board Member and participant in Spanish-speaking outdoor activity group

Hole Food Rescue | 2019 - present

Weekly volunteer

Teton Literacy Center | 2019 - 2020

Volunteer teaching assistant in adult English language class

Sister Cities: Jackson & Hueyotlipan | 2018 - 2024

2018 - Met leaders in Tlaxcala on behalf of Jackson Mayor
2020 - Proposed the establishment of an official “sister city” designation with Jackson and Tlaxcala
2021-2022 - Connected JHHS staff with COBAT 15 (high school in Hueyotlipan) to help plan the first JHHS student exchange program to Tlaxcala
2021-2024 - Assisted in the planning of the Tlaxcala Heritage Celebration with the Center for the Arts and the Town of Jackson

Coombs Outdoors | 2018 - 2023

“Powder Pal” weekly ski club volunteer
“[Empower](#)” employer for high school intern

EDUCATION

The University of Montana, Missoula, MT | 2019 | Masters in Fine Arts in Media Arts with a concentration in documentary film.

Awarded “Best of” Award for presentation of thesis at Graduate Student Conference for School of Visual and Media Arts
Studied abroad in Peru

Hobart & William Smith Colleges, Geneva, NY | 2006 | Bachelor of Arts in Public Policy, Minor in Philosophy.

Graduated with High Honors for thesis “Youth Court: An Effective Alternative to Adjudication?”

Awarded President’s Award for Public Service and Dean’s List

Studied abroad in Vietnam

REFERENCES

Jeff Brazil, Teacher, Jackson Hole High School



Emily Cohen, Executive Director, Jackson Hole Community Radio





Application for Town Council

Instructions: Please fill out this application and provide a cover letter and resume including two references with their contact information. If you would rather fill out a Word Doc, request it from the Clerk, listed below. Submit a complete application as email attachments to Town Clerk Riley Hovorka: clerk@jacksonwy.gov or bring a printed copy to Town Hall at 150 East Pearl by 4:00pm on Thursday, January 16. Direct questions to Town Manager Tyler Sinclair: tsinclair@jacksonwy.gov or 307-734-3480.

Application Questions

1. **Full Name:** Georgie Stanley
2. **Residence Address:** [REDACTED]
3. **Mailing Address:** [REDACTED]
4. **Phone Number:** [REDACTED]
5. **Email Address:** [REDACTED]
6. **I am over 18 years of age:** Yes
7. **Resident of the State of Wyoming Since (month/year):** 1990-1997, 8/2018- present
8. **I affirm I am a registered voter in the Town of Jackson:** Yes
9. **I affirm that I am not currently adjudicated mentally incompetent:** Yes
10. **I affirm that I have not been convicted of a felony, or if I have been convicted that my civil or voting rights have been restored:** Yes
11. **I understand that Council's current regular meetings are at 1:30pm and 6:00pm on the first and third Mondays of the month.** Yes
12. **I understand that special Town Council meetings, in addition to regular Town Council meetings, may be called by the Mayor or a majority of Council, as needed.** Yes
13. **I can attend Council's Retreat on February 12 and 13 of 2025.** Yes

14. I understand that if selected, I will be appointed to fill the remainder (approximately 2 years) of a 4-year term that expires January 2027. Yes

Short-Answer: In a separate document, please answer the following questions. Each answer can be up-to but should not exceed 500 words.

15. Please describe any experience as a member of a board or decision-making body.

As a local business owner and a community leader, I have dedicated my adult life to community service. As my fellow board members can attest, I have consistently done my homework for every board meeting. I have implemented meeting agendas and structures to keep board meetings focused and goal-oriented.

My experience on boards has been very gratifying. I have loved working as part of a team of committed, smart people. My board experiences have been with Valley Advocates for Responsible Development (VARD), a 'smart growth' organization in Teton Valley, the Greater Yellowstone Coalition (GYC), an environmental advocacy/conservation group, the Parents Committee at Teton Valley Community School (Mountain Academy, Teton Valley), and the Youth Hockey Committee for the Teton Valley Foundation. I appreciate the structure of meetings to keep the agenda on track, to document work covered, and to set aside tasks for between meetings. The challenges of strategic planning, annual planning, budgets, and accomplishing more with less has taught me a lot. I have chaired a board and a committee as well as being a member of several committees. Please refer to my resumé for those details.

16. What do you see as the major challenges and opportunities facing the Town?

Our residents love our town and want to stay, but development pressure will continue to erode its affordability. One obvious challenge for the town is to continue to offer more affordable housing with sky-high real estate values and a finite amount of ground on which to put it. Another challenge is how to limit new development that strains our workforce capacity while maintaining an adequate revenue stream to run the town's programs. The opportunity is that the town has a lot of support for regulating growth and supporting residents. The town must anticipate what rules, codes, or ordinances it can utilize to keep development from derailing the town's livability and vibrancy.

We are blessed to live in such a beautiful and wild environment. The challenge is how can we live here without polluting the air and water, and without disrupting the wildlife and land. The opportunity lies in our love of place and the organizations that will support our efforts to learn from our past mistakes, rehabilitate the land which is the habitat, and clean up the water and the air. The plans the town has in place such as the Sustainability Plan and the Integrated Transportation Plan, offer incentive and momentum to meet the challenges the town faces.

The greatest challenge of our time is our changing climate. As we reach toward the goals of reducing our carbon output (in the Comprehensive Plan, The Net Zero Resolution, and the Sustainability Plan), the town also needs to do all it can to mitigate the effects of climate change and prepare for the consequences of climate change as well. We will experience less precipitation as snow, less precipitation in the summer, more wildland fire danger, more extreme weather events, and the ensuing damage these events will cause to people and the natural and built environments. The challenge is to do what we can to safeguard ourselves from these changes and also make sure we are ready to act when devastating events happen. The opportunity is that we can learn from other communities' tragic experiences to prepare for what's to come.

17. Given your understanding of Jackson's town government, what issues would you like to see the Town focus on?

The Town Council has done an excellent job of setting goals by plans like the Sustainability Plan and the Integrated Transportation Plan. I am here to roll up my sleeves and dive in, so we can reach the goals and specific objectives laid out in these plans. As a council member, I would be available to listen to constituents, but what I consistently hear from community members are affordable housing, parking, and preserving our natural environment. With this community input in mind:

- I am interested in innovative transit solutions to alleviate parking and congestion issues.
- I want to work to restore Flat Creek where possible and I love the idea of daylighting parts of Cache Creek.
- I want our night skies to be dark, by not only changing the town's fixtures, but by also convincing the private sector that it's the right thing to do.
- I believe that we can improve our weed management on town land by using volunteers and working with the county and federal land managers.
- I am interested in ways to make our town parks more sustainable and climate resilient.
- When opportunities arise, I look forward to opportunities to work with the county to reassess fair proportions of funding in Joint Power Agreements like Parks and Rec. and to plan for the future with water and sewer.
- I support the incredible work the Jackson Hole Community Housing Trust and the Jackson/Teton County Affordable Housing have done to build the pipeline of affordable housing.
- I also support other ways to help residents continue to live and work in the Tetons.

18. What do you see as your role working in a team environment? How do you handle disagreement/conflict with colleagues about an issue or decision?

I have spent my entire life working on high-performing teams. Ask my teammates on Cho Oyu, Denali, Gashabrum I or the Grand Teton on a tough day. When conditions or circumstances are challenging, I am a team player. My role on a team is always supportive, examining the situation, calm and clear-headed, working toward a solution.

I pride myself as an active listener. I model a working environment where everyone has a welcome voice. I don't think I am supposed to know everything. I want to have a growth

mindset, not a fixed one, so although I like to come prepared, I also try to keep an open mind. I try to arrive at a meeting with an opinion, listen carefully to others, ask questions, add my perspective/values, and help the group develop a plan that works for the majority. If I feel strongly against the team's decision I am not afraid to be a dissenting vote.

A good and proper way for a board or town council to reach a tough decision is to refer back to their guiding documents. What does the Comprehensive Plan say? What are the priorities in the Integrated Transportation Plan? This focus can diminish individual opinions and refocus on the vision for the town.

19. What do you see as the role of local government?

Local government provides municipal services that serve and protect its residents and guests. These include basic needs like waste treatment and potable water, law enforcement and some emergency services. Government needs to maintain vehicles such as taxes and fees to pay for its services. Beyond the basics, local government can choose to enhance its community by safeguarding its livability, its environmental resources, and its economy. You ask an interesting question though. Where does one draw the line? What other entities or private sectors can manage or support some town programs?

20. Thinking about Jackson's future, what excites you? What worries you? What role, if any, might local government play in crafting that future?

That Jackson is a town that understands its extraordinary circumstances excites me. It doesn't take itself for granted and it's willing to lead the way. What worries me is that the revenue from tourism and big business comes with real costs to the town and its residents that aren't balanced, stressing its livability. I believe that Jackson can continue to be fueled by tourism and remain an engaging place to live. The trick will be to change hearts and minds so that we, as a town, can ask a lot of our visitors and bigger businesses and in return our town will be better, cleaner, and more valued. Tourism and business interests may push back, but the town should find vehicles to set the bar of doing business high because we're worth it.

21. Please describe any conflicts of interest you may have or projects/issues on which you may need to recuse yourself.

I am confident that I will always place the interests of Jackson first and that I do not have any personal or professional conflicts of interest. If a conflict were to arise, I wouldn't hesitate to recuse myself.

22. Who do you feel is underrepresented in community conversations and how would you work to bring their voices to the table?

Our Latino community is probably underrepresented for several reasons including immigration status, work hours, and language barriers. Although I am not fully aware of ways the town has already tried to engage our Latino community, offering gatherings in Spanish, at times when people are more likely to attend, in locations where people are more likely to feel welcome, and offering other ways to participate is where I would start.

Young people may be less interested in government. Perhaps schools could encourage participation as part of their civics curriculum and outreach could be tailored to younger residents' locations and schedules.

Finally, beyond Land Acknowledgements and performances, how can the Town Council help make Jackson a more welcoming place for Indigenous people? I might start a conversation with the Eastern Shoshone and Arapaho leaders asking if they feel welcome here.

23. What unique perspective or life experience do you bring that could diversify the Council's approach to decision-making?

I believe that my experiences living in Jackson as well as in Lander, Victor, and Briançon, France give me a unique perspective for the Town Council. These communities have commonalities and differences with Jackson, but they do share several of our challenges. I lived in Lander for a decade and in Victor for two decades. I lived in Briançon for a year. I own a home in Jackson now, but I have also experienced the insecurity of renting.

I have been a seasonal worker, camping in my boss's yard for the summer as a mountain guide. I have been a small business owner, hauling my goods over Teton Pass to sell to markets, grocers, restaurants, and chefs in Jackson. I work part-time as a gardener. I have substantial board experience that has given me insight into issues of environmental stewardship and sustainability. Each of these parts of my life will inform my perspective on Jackson's Town Council.

I am a single mother of two children. I moved to Jackson in 2018 for the superior high school and for a familiar community in the region that I love dearly. They have attended public and private schools on both sides of the Tetons. I have seen schools' growing pains, transformations, and challenges. My children have used various playing fields and the Snow King Events Center for team sports, use START and school buses to get around, and have had encounters with law enforcement. I believe my life experience will also be an asset to the Council.

24. The appointment process is done without input from voters. If you have not previously run for Town Council, why haven't you? Why should the Council appoint you when you have not been vetted by the voters? Alternatively, if you have previously run and lost, why do you feel the Council should do something voters chose not to do?

Since I moved to town in 2018, I assumed voters would want Town Council members who have lived here for a long time. Friends' encouragement has helped me see that my experiences outside the valley give me a fresh perspective on Jackson's challenges and opportunities. Although it seems odd that one Council member will be appointed rather than elected, the rest of the Council has been elected and has the trust of the voters to choose a final team member. It is also the way the system works when a Council member resigns.

25. The Council makes a lot of “shades of gray” decisions; i.e., decisions where both sides make a compelling case. Please share an example of a difficult decision you’ve faced (whether professional or personal), and how you went about deciding it.

I had two co-workers who were both integral to the success of our business. They were both very knowledgeable and hard-working, dedicated members of the team. However they had very different personalities and had different visions for the business. They also lived next to each other, so they were not able to take space when they weren’t working together. After listening to their complaints, feeling the tension between them, and seeking a workable solution, I realized that they were not going to be able to get along in such an intense, dynamic work environment. After many conversations and many busy days, I told one of them that the situation was untenable and that they needed to figure out a way to work with the other person or they would not be able to continue to work with us. They were not able to look the person in the eye or improve their rapport. Although they were passionate about our mission and integral to its success, they couldn’t get out of their own way. My communication skills, my calm demeanor, and my listening skills made me a safe place for both of them to confide their difficulties. Although the outcome was unfortunate, I did the work and made a tough decision.

Georgie Stanley

[REDACTED]
[REDACTED]
Jackson Wy 83001
United States
[REDACTED]
[REDACTED]

January 15, 2025

Jackson Mayor and Town Council
PO Box 1687
Jackson, WY 83001

To Mayor Arne Jorgensen and Town Council members Jonathan Schechter, Devon Viehman, and Kevin Regan:

I am writing to express my interest in serving as a member of the Jackson Town Council. Having spent much of my adult life in roles where responsibility, integrity, and commitment are paramount, I am confident that I can bring these values to the work of the Town Council. I am excited by the opportunity to serve our community and work alongside you, the council members and the mayor, as well as the town staff.

I will bring to the table my unwavering commitment to showing up. Whether it's for bi-weekly meetings and additional meetings, listening to constituents, or asking questions of staff and doing my homework before making tough decisions, I will wholeheartedly commit to the work. I have always brought my full engagement to my non-profit board work, mountain guiding, and business ownership. These roles have taught me how to manage multiple responsibilities, solve problems, make decisions under pressure, and collaborate with diverse groups to achieve goals. Being a single mother and a farmer taught me invaluable lessons of resilience, multi-tasking, and hard work. It also gave me a clear understanding of the challenges many families face in our community, particularly when it comes to balancing work, raising children, and enjoying life.

Although I am most passionate about the health of our air, water, land, and wildlife, I also care deeply about people, residents and visitors alike. As a community, we share the responsibility to steward these lands responsibly. The town has the responsibility to care for its residents and be prepared for emergencies. I believe that The Revised Strategic Plan, The Sustainability Plan, The Integrated Transportation Plan and Land Use plans among others are forward-thinking documents that should inspire us toward a sustainable future.

What drives me to apply for this position is my desire to be part of a bright future for Jackson. We have real, tough challenges, but we also have solid plans already in place. I want to help you with the crucial work of implementing those plans. Thank you for considering my application. I hope to have the chance to further discuss how my background, skills, and personal experiences can help shape a sustainable future for Jackson.

Sincerely, Georgie Stanley

GEORGIE STANLEY

PROFILE

I am an experienced community leader and business owner with a background in community development and conservation advocacy. I seek a position on the Jackson Town Council to utilize my leadership skills and my passion for this place for the betterment of our community. I will work for the well-being of the town, the needs of its residents, and advocate for sustainable development.

EXPERIENCE

Director, Greater Yellowstone Coalition; Bozeman, MT — 1999-2008, 2017 to present

- Serve on the Board of Directors, focusing on conservation efforts to protect the lands, waters, and wildlife of the Greater Yellowstone Ecosystem.
- Chair of the Conservation Committee. The committee serves as a forum to discuss key programmatic issues, areas for innovation, and appropriate ways for the board to support programmatic work.
- Member of Executive, Governance, and Development committees.
- Served on the Executive Director Search Committee.
- Co-chaired the newly formed DEI committee. Wrote by committee a brochure to be used by the Board and Executive Director to make board recruitment more accessible and transparent. Advocated for diversity, equity, and inclusion throughout the organization.

Owner, Snowdrift Farm; Victor, ID — 2004 to present

- Established and operated a certified organic farm, providing locally-grown produce, flowers, pork, beef, chicken, eggs, and hay to our community on both sides of the Tetons.
- Managed day-to-day operations, including hiring and training employees, volunteers and interns, animal husbandry, hay production, and equipment maintenance.
- Managed budget, planning, and marketing strategies.
- Built strong relationships with local chefs, grocers, farmers markets and consumers. Expanded access to local, sustainably grown food.
- Conserve fertile farmland during periods of intense development pressure. The land is presently leased to Cane Water Farm and Paradise Springs Farm.

Chair and Director, Valley Advocates for Responsible Development (VARD); Driggs, ID — 2004-2010

- Led this advocacy organization focusing on the sustainable development of Teton Valley's private lands.
- Witnessed development pressure initiated by the housing shortage in Teton County, WY.
- Watchdogged real estate speculators looking to profit from our community in part because of lack of regulation.
- Advocated for zoning, densities and exactions in return for impacts to the community.
- Helped to grow its operations from a volunteer-driven initiative to a professional team of three staff members. It remains a resourceful asset to Teton Valley, advocating for sustainable development and helping developers navigate the land use regulations now in place.
- Chaired the board during my second term, directing organizational growth and strategic planning.

Gardener, Padma Veda Gardens; Jackson, WY — 2021 to present

- Member of a small crew, meticulously maintaining landscapes in Jackson and Teton County, WY
- Practice organic and Trout Friendly practices

English as a Second Language (ESL) Instructor, Teton Literacy Center; Jackson, WY — 2022 to present

- Teach English to adults, providing essential language skills to immigrant populations.
- Help create a more inclusive and welcoming environment for non-English-speaking residents of the region.

Mountain Guide, Jackson Hole Mountain Guides; Jackson, Wyoming — 1996-2004

- Led individuals and groups on technical climbs in the Teton, Wind River, and Beartooth Ranges.
- Also guided Denali for Alaska Mountaineering School; Talkeetna, Alaska — 1999-2002 and became the second woman Lead Guide on the mountain.
- Also led courses for the National Outdoor Leadership School (NOLS); Lander, Wyoming — 1989-1998 teaching leadership and outdoor skills such as mountaineering, skiing and winter skills, wilderness first aid, avalanche awareness, and navigation at many NOLS locations.
- Focused on building teams, resilience, and problem-solving skills in challenging environments.

Co-Leader, Women's Century Expedition; Cho Oyu, Tibet — 1999

- Led an American women's team to the summit of Cho Oyu, 26,864'.
- We became the first American Women's team to summit an 8000' peak without the use of supplemental oxygen or Sherpa climbing support.
- Managed menu planning, equipment procurement, logistics and climbing plan.

Briançon, France — 2015-2016

- Lived in France for a year with my 9 and 11-year-old children. Immersed family in French life including public school, sports, community events, and outdoor recreation pursuits.
- Gained perspective of the universal challenges of mountain towns. Briançon grappled with affordable housing, space for amenities, water quality, and crowded streets.
- Experienced being a foreigner adapting to life in a new culture.

EDUCATION

Brown University, Providence, RI — B.S. Anthropology

- Graduated 1990

St. Paul's School, Concord, NH

- Graduated 1985

REFERENCES

Melissa Richey

- Deputy Director, Greater Yellowstone Coalition, Bozeman, MT
- former Director of Development

[REDACTED]

Kathy Rinaldi

- Deputy Director of Conservation, Greater Yellowstone Coalition, Driggs, ID
- first employee, Valley Advocates for Responsible Development (VARD)

[REDACTED]

Colby Coombs

- Co-Founder, Manager, Guide, Alaska Mountaineering School, Talkeetna, AK

[REDACTED]

PERRI STERN

Application for Town Council

1. Full Name: Perri Stern
2. Residence Address: [REDACTED]
3. Mailing Address: [REDACTED]
4. Phone Number: [REDACTED]
5. Email Address: [REDACTED]
6. I am over 18 years of age: Yes
7. Resident of the State of Wyoming Since: November, 2016
8. I affirm I am a registered voter in the Town of Jackson: Yes
9. I affirm that I am not currently adjudicated mentally incompetent: Yes
10. I affirm that I have not been convicted of a felony, or if I have been convicted that my civil or voting rights have been restored: Yes
11. I understand that Council's current regular meetings are at 1:30pm and 6:00pm on the first and third Mondays of the month: Yes
12. I understand that special Town Council meetings, in addition to regular Town Council meetings, may be called by the Mayor or a majority of Council, as needed: Yes
13. I can attend Council's Retreat on February 12 and 13 of 2025: Yes
14. I understand that if selected, I will be appointed to fill the remainder (approximately 2 years) of a 4-year term that expires January 2027: Yes

15. Please describe any experience as a member of a board or decision-making body.

Duquesne University, Rangos School of Health Sciences Executive Committee
Comprised of Department Chairs and Program Directors, set priorities for School of Health Sciences
Accreditation Council for Occupational Therapy Education
Determined program compliance with profession-wide education accreditation standards, program review, on-site team chair.
American Occupational Therapy Foundation Research Advisory Committee
Determined profession-wide research priorities, determined grant funding/awardees, monitored progress of funding, determined outcomes.
Campos Market Research Executive Team

Other Non-Profit Experience (sample)

Pittsburgh:

Greater Pittsburgh Community Food Bank
Program Evaluation and Development Consultant
Greater Pittsburgh Literacy Center
ESL Tutor

Philadelphia:

University of Pennsylvania Netter Center for Community Partnerships
Development and Implementation of Comprehensive Civic Engagement Program Evaluation
Philadelphia Literacy Center
Adult literacy tutor
Philadelphia Mighty Writers
Afterschool tutor
Cosmopolitan Women's Club Philadelphia
Program Consultant

Jackson:

Teton County WY School District
Substitute Teacher
Teton Literacy Center
Afterschool tutor
One22
Program Development Consultant
Teton County Health Department
COVID Response Team
Senior Center of Jackson Hole
Home Care Manager

16. What do you see as the major challenges and opportunities facing the Town of Jackson?

Philosophical /Big Picture/Long Term:

Jackson is a global destination with increasing complex issues. Our overall challenge *and* opportunity is to successfully integrate our history, present and future into a vision for the future that our community can embrace.

Immediate/Practical:

Financial: Reduce the gap between revenue and expenses; create a more sustainable way to fund our government.

Our historical model of relying on sales tax is outdated; continuing to deplete our town's financial reserves is not sustainable.

Recommended actions:

- Careful review of our budget and spending trends for the past 3-5 years
- Identify ways to reduce/curb current expenses
- Identify potential ways to increase revenue wherever possible without burdening our residents.
- Work with BCC on potential property tax solutions.

Above all, we must fund the quality and quantity of core services (public works, public safety, health and human services, conservation and the environment) that our community needs and expects. This is not a “Town responsibility” or a “County responsibility”; it is a *community* responsibility.

Growth: Lead our town’s strategies for growth and development so that our community is enhanced, not overwhelmed.

The 2024 building moratorium was time-limited and narrowly focused. It has served its purpose. The moratorium also revealed other important issues that should be addressed. The Town Manager’s Scoping Document will provide recommendations for “Phase 2” of last year’s short-term moratorium on large buildings.

Recommended actions:

- Review/Update: 2:1 Workforce Bonus, Design Guidelines, Comprehensive Plan
- Address secondary impacts of big buildings (traffic, jobs, environmental, etc.), consider impact fees for new development
- Add sustainability standards to LDRs
- Reconsider some of our form-based standards
- Comprehensive urban design study with extensive public process to determine current zoning outcomes at full build-out and strategies to improve outcomes if needed.

Housing: Continue to approach our housing shortage in a multi-faceted way.

Continue to create opportunities for affordable living, increase our inventory of affordable options (of all types) for individuals and families (of all sorts) who want to make Jackson their home for the long term and without whom our town would cease to function; increase commitment to reusing, repurposing and enhancing existing structures; increase the inventory of truly affordable homes in ways that make sense for our entire community. *Quality* is just as important as quantity.

Additional issues:

- Help people who are “stuck” in the middle - earning too much to qualify for an affordable home, but not enough to purchase a market rate home.
- Change the 2:1 workforce bonus to affordable, consider 1:1
- Increase transparency by requiring every new commercial development to provide a “*net housing impact*” number, identifying the additional housing need generated *beyond* any provided by the developer.
- Create strategies to “move people through the system” as their family situation changes – from smaller 1- bedroom apartments, to 2 or 3-bedroom apartments, to a market rate home.
- Increase the inventory of dedicated homes for seniors and people with disabilities.
- Continue to refine housing rules and regulations.

17. Given your understanding of Jackson’s town government, what issues would you like to see the town focus on?

I would like to see the town focus on the 3 issues I noted above:

Financial responsibility and sustainability
Leading our town’s growth and development
Affordable Housing

In addition:

- Regularly evaluate, document and communicate our progress on the various conservation/environmental/community impact plans we have created: (e.g. Water Quality Management Plan, Climate Action Plan, Town of Jackson’s Sustainability Plan, Energy Conservation Works’ energy conservation initiatives, Integrated Transportation Plan, etc.).
- Continue working with the Conservation Alliance to protect our wild places and spaces.
- Continue efforts at balancing the economic benefits of tourism and the need to protect the town’s environment and quality of life for residents; work with Chamber of Commerce, Travel and Tourism Destination Management Organization.

- Give increased voice and attention to our Health and Human Services, Behavioral Health organizations and providers.
- Continue and increase commitment to the preservation, repurposing and use of historic structures and spaces.
- Increase sustained opportunities for robust public process in all multiunit residential and commercial projects; use Karns Meadow process as an example.
- Work with BCC to align processes whenever possible (finance, building, public works, etc.) to save time, reduce confusion, and expedite results.
- Pay close and careful attention to the decisions that will be made by the State Legislature given the change in leadership; support our town/county delegates.

18. What do you see as your role working in a team environment? How do you handle disagreement/conflict with colleagues about an issue or decision?

There are many different types of teams, with different sizes, purposes, goals, configurations. As Town Council person, I expect my role may vary, depending on the issue at hand. I may have specific expertise in one area and not another; I might be leading an initiative, or supporting another Council member as they champion an issue.

In general, I tend to be the last person to speak in a group setting. I listen, and always try to think about issues from multiple perspectives. I have a point of view, but I am not afraid to admit my mistakes. I'm not hesitant to get my hands dirty and I think having a sense of humor about oneself is important. I address issues in a pragmatic, substantive way. I speak directly on issues because that's what our community deserves and it's who I am.

I am also a student and evaluator of Teamwork and Team Building. As a member of the University of Pennsylvania's Wharton School of Business Executive Education program, I served as a team observer and evaluator for executive education programs that were designed to increase participants' skills in teamwork, leadership, persuasion and negotiation.

As Councilperson, I will always put the needs of our town first and demonstrate straightforward, transparent leadership. I will make decisions on behalf of and based on public policy, and not just one neighborhood, special interest, or segment of our town. I will be consistent and dependable. I will participate in meetings with dignity and decorum and will welcome differences of opinion. I will not spring surprises on my fellow councilors. I will work to prevent problems, not just solve them after the fact. I will not offer quick answers when I'm not sure, and I will not make promises I can't deliver. I won't bypass the system or let others bypass the system. I will avoid short term gains at the expense of long-term losses. I will be the best team member and leader I can be for our entire community.

19. What do you see as the role of local government?

Town Council sets the vision, and provides the leadership and direction to keep our town moving forward. Council must determine priorities, be nimble enough to deal with unexpected events, and not get sidetracked with distractions (all at the same time).

Staff operationalize Council's vision and present Council with options/recommendations for the best course of action on any given item. Council determines the course of action that is best for our town and then facilitates Staff's ability to implement those processes/projects/actions.

Council is elected by the Town's residents. Council has a very serious responsibility to listen to and respond to residents from all segments, areas of interest, ages, demographics, geographies, etc. Town residents should feel valued and listened to by their town government and should be encouraged to be actively engaged, express concerns, ideas, suggestions, etc.

I look forward to forging a collegial, collaborative relationship with the County. Our community is stronger when we are pulling together, not apart. Town also needs strong advocacy in Cheyenne. Our town is affected by decisions that are made by our state legislature. We have a strong and knowledgeable lobbyist who works on our town's behalf, as well as a very credible team of State representatives.

20. Thinking about Jackson’s future, what excites you? What worries you? What role, if any, might local government play in crafting that future?

Jackson is a community with increasingly complex issues and needs. But at the core, we are a community and we are so fortunate to live in this place, this greater Yellowstone ecosystem. We need to anticipate and adapt to new circumstances, needs and challenges. We also need to keep the essence of this place top of mind. I understand the complexities of managing development. I am not new to the issues or the work. I have an optimistic, hopeful, glass half-full farsightedness on the future of our town.

As you know, I have a depth and breadth of experience in our local government that will minimize the steep learning curve that every new Council member experiences.

- For the past 6 years, I have regularly attended Town Council Meetings and Workshops, Town and County Joint Information Meetings, and County Commissioner meetings.
- I regularly attend a variety of Advisory Board meetings.
- I regularly give Public Comment at Council meetings, JIM Meetings and County Commissioner Meetings.
- I have worked tirelessly to increase civic engagement in our community by encouraging others to participate in local issues.
- I have already met with nearly every Town Department Head/Senior Staff member to learn more about how their department interfaces with Council.

I am a regular fixture and presence in our community, a citizen who has broad and substantive knowledge about how our town works, the key issues we are facing.

One of the things I observed at the January 6 Town Council meeting was a new sense of optimism, a “yes, we can do this” attitude, a recognition and new voice being given to Council’s working for the town’s residents. This was new and refreshing and I would look forward to being part of this new enthusiasm and energy. I am eager to hit the ground running and fulfill the remaining 2 years of Mayor Jorgensen’s Council position.

21. Please describe any conflicts of interest you may have or projects/issues on which you may need to recuse yourself.

I foresee no conflicts of interest or reason to recuse myself from projects, issues, decisions or votes.

22. Who do you feel is underrepresented in community conversations and how would you work to bring their voices to the table?

I think the obvious answer is the Latino, and other immigrant, communities (Eastern European, Asian). Immigrant communities are well-known to have low voter turnout and participation in political conversations, but that changes over time as they are better integrated into the local culture. These community members are primarily focused on the economic necessities of life – securing a good job, finding safe and stable housing, raising a family. And of course, the current state and national political conversation around immigration makes this that much more difficult. Increasing voter turnout and encouraging well qualified candidates to run for public office are 2 important goals.

There are several groups and organization that Council could work with to draw our immigrant communities into broader engagement with the community.

Recommended actions:

- Ask members of/leadership of various immigrant communities what, from their perspective, would be most helpful to them in increasing their constituents’ overall participation in local government.
- Allocate monies and direct the Equity Task Force to work with Voices JH, Leadership JH, and the Community Foundation of Jackson Hole (and others as relevant) to develop and implement a series of “Running for Political Office” workshops so that in 2 years, when 2 Council seats will be up for election, there is a better chance that underrepresented members of our community are ready and well prepared to run for office.
 - o Topics could include: forming and articulating a campaign focus, fundraising, community outreach,

networking, messaging and communications, time management, stress management, candidate forums and questionnaires, etc.

- At least twice per year, focus the Council's "Wednesday Lunchtime Chats" on topics related to running for office.
- Increase voter registration efforts in all immigrant communities.
- Consider encouraging all candidates to set voluntary limits on campaign spending, which would help level the playing field.

As a community activist here in Jackson, I have gotten to know, gained credibility and have been successful at mobilizing a diverse group of community members. I would welcome the opportunity to use my skills and expertise in community outreach, education and social engagement to champion this initiative over the next 2 years.

23. What unique perspective or life experience do you bring that could diversify the Council approach to decision making?

Prior to moving to Jackson, I

- Lived in urban, suburban and rural areas, large cities and small towns, in the east, south and west
- Worked with immigrants and inner-city residents (children and adults)
- Created education programs for English Language Learners
- Created numerous programs to enhance community members' skills in activities of daily living

In Jackson I worked for the Senior Center, as Home Care Services Manager. My skills and experience as an occupational therapist, educator and business owner were ideal preparation for this position.

As Home Care manager, I got to know an incredibly wide range of community members. Managing a client list of 70 – 90 community members at any given time, I visited with and assessed the needs of our home care clients, meeting community members who lived in town, in the County, in remote rural areas, clients who had significant financial resources and clients who were housing insecure and barely subsisting on Social Security, clients with behavioral and developmental challenges, clients who felt "forgotten" by our community.

I worked to increase the professional development and client care skills of a team of Certified Nursing Assistants, initiated and recruited community members to participate in the Care Companion program, coordinated with St. John's Hospital medical, nursing and home care staff, and worked to increase the overall visibility of the Senior Center's Home Care Programs.

This was a huge job which gave me great insight into the needs and challenges of so many members of our community.

As a member of the Teton County Health Department's COVID response team I took care of community members from all segments of our population: Community members who were fortunate to have significant financial resources, and community members who were living 3 families to a mobile home; immigrant families and homesteaders. This was a challenging, exhilarating, exhausting, and highly rewarding opportunity to contribute to the entire Teton County community during a crucial time.

In addition to those life experiences, as you know, I have been a community advocate here in Jackson for the last 6 years. This activity has given me a unique perspective on many issues in our community, particularly regarding overall issues of development. I have consistently voiced and advocated for moderate growth, growth that enhances (not overwhelms) our community.

My diverse career in non-profit and for-profit environments includes healthcare, education, market research and community-engagement. These are experiences and skills that are needed, but not currently represented on the Council.

24. The appointment process is done without input from voters. If you ran for Council and lost, why should Council do something that the voters chose not to do?

Since the election, I have been contacted by dozens of community members asking me to apply for this vacant Council seat. My decision to apply is, in fact, largely based on community members' requests and encouragement.

Considering the low turnout and how close the vote was between the candidates; I don't believe that the voters rejected any of the candidates. Many communities are moving to a ranked voting system, which permits more of a consensus to develop within the

voting community. The fact that I was not selected in the first round should not imply dissatisfaction on the part of voters, nor should it disqualify me from serious consideration.

I ran a strong, issue-oriented campaign that was consistently based on the core, pressing issues before our town. Nearly 2000 voters recognized this effort and supported me. My qualifications and opinions have been thoroughly and publicly vetted through the Primary and General Election campaign process. I believe this enhances my position and is a great asset to our town.

25. Council makes a lot of “shades of gray” decisions, i.e. decisions where both sides make a compelling case. Please share an example of a difficult decision you’ve faced (personal or professional), and how you went about deciding it.

The decision to run for a Council seat in the first place was a difficult personal and professional decision it; it took a lot of thinking and consultation with people in the community that I respect before I decided to run for office. At the time, I was walking a 500-mile Camino in Spain (a trip I had planned long before running for Council was even a remote idea).

To arrive at this decision, I consulted with many of the local politicians and community members that I know, all of whom encouraged me to run because of the important community development issues that I had championed for several years. I had had some prior knowledge of the job, but strove to learn as much as possible about the day-to-day responsibilities. This would become the basis of my campaign. I weighed the pros and cons of running; I thought about what I could really offer to our town, what impact could I have, whose voices could I amplify, what issues could I address. I thought about the decision from several different perspectives. I looked for reasons not to run and tried to find flaws in my thinking.

After submitting the paperwork, when I returned to Jackson in July, I made it clear that I would be the same person as a candidate that I am as a person, that I would speak clearly and directly to important issues. As I conducted my campaign, my public outreach through candidate forums, neighborhood canvassing, and other public interactions confirmed in my mind that entering the campaign was the right thing to do.

Perhaps there is nothing particularly innovative about this approach to decision-making, but it does confirm the value of preparation, doing the work, of engaging with friends, colleagues and the public in pursuit of a decision, of respecting and meeting deadlines. I would apply this same approach as a Town Councilor.

References:

Liz Storer, House District 23 Representative
[REDACTED]

Jenny Fitzgerald, Executive Director JH Conservation Alliance
[REDACTED]

Jodie Pond, former director, Teton County Health Department
[REDACTED]

PERRI STERN

January 15, 2025

Mayor and Town Council
Town of Jackson
105 East Pearl Ave.
Jackson, Wyoming 83001

Dear Mayor Jorgensen, Councilors Schechter, Viehman, and Regan,

Attached please find my application for the Town Council seat that is currently vacant. I look forward to your careful review of my materials and hope to be selected for an interview.

Regards,
Perri Stern

Profile

Multi-talented professional with diverse experience in leadership, capacity building, program development and evaluation.

Experience

Storer for State House

Co-campaign Manager 2022

Co-manage day-to-day aspects of campaign, coordinate and implement fundraising efforts, get out the vote, neighborhood canvassing. Write and edit campaign collateral, fundraising emails, campaign talking points, and other campaign communications.

Teton County Health Department

COVID Case Investigator, Weekend Team Lead 2020 – 2022

Contact, interview, provide information, and determine close contacts to Teton County residents who have tested “positive” for COVID-19. Enter information into database reporting system, provide necessary and accurate documentation to cases and contacts, provide information on relevant cases to State and out of state teams, maintain accurate case records. As Weekend Team Lead, serve as shift supervisor 2 days per week to Case Investigators and Contact Tracers. Direct assignments, serve as resource and support for Case Investigators and Contact Tracers; orient and on-board new team members to Team processes. Receive all positive COVID-19 results from reporting entities, enter information into database system, monitor case records for discrepancies. Liaison to Teton County School District and all Teton County business partners.

Grand Teton Music Festival 2018 – 2020

Office Manager/Board of Directors Liaison

Day-to-day office operations and executive assistance to President & CEO and Board of Directors. Initiated comprehensive evaluation measures to determine outcomes of programs across the organization (Artistic, Education, Outreach). Created new employee onboarding manual and processes; updated and enhanced Board and seasonal staff on-boarding manual and processes. Developed processes to improve clear, timely, efficient communication between office/staff and Board. Instituted uniform recording and reporting processes for all Board sub-committees.

Senior Center of Jackson Hole 2016-2018

Home Care Manager

Program leadership and day-to-day operations for 4 in-home care programs. Lead staff of 16 Certified Nursing Assistants and Care Companions, coordinate care for 70+ client roster. Documentation, certification and reporting, staff professional development, community outreach. Created new staff on-boarding program, developed and implemented processes to increase departmental cohesiveness, inter-professional collaboration.

Perri Stern Consulting 2010 – 2016

Program development, project management, and market research. Proposal writing, client management, budgeting, record keeping, planning and logistics, project execution, report writing, and follow up. Sample clients:

University of Pennsylvania, Wharton School of Business, High Performing Teams Executive Development Program

- Project Member/Team Observer for intensive programs designed to help executives from companies around the world learn and sharpen team leadership and management skills. Provide focused observation, written and verbal feedback to participants, collaborate with other team observers, submit time-sensitive written reports.

Greater Pittsburgh Community Food Bank

- Development, implementation, and data analysis of Capacity Assessment for regional non-profit organization. Assessment completed by 400+ member agencies to determine compliance along 8 functional parameters such as mission/vision, programming, personnel development, facilities.

University of Pennsylvania Netter Center for Community Development

- Development of a 5 year Evaluation Strategy that focused on program development, implementation and outcomes for Penn's Academically Based Community Service (ABCS) Program.

Campos, Inc. Pittsburgh, PA 2008 – 2010

Qualitative Market Research Director

Duquesne University, Pittsburgh, PA 1997 – 2007

Associate Professor, Interim Department Chair, Occupational Therapy. Program Director, Rehabilitation Sciences PhD Program

Education

- University of Virginia, Charlottesville, VA – Ed.D, Curriculum and Instruction; Program Evaluation
- New York University, New York, NY – MA, Occupational Therapy
- Tufts University, Medford, MA – BS, Occupational Therapy



Application for Town Council

Instructions: Please fill out this application and provide a cover letter and resume including two references with their contact information. If you would rather fill out a Word Doc, request it from the Clerk, listed below. Submit a complete application as email attachments to Town Clerk Riley Hovorka: clerk@jacksonwy.gov or bring a printed copy to Town Hall at 150 East Pearl by 4:00pm on Thursday, January 16. Direct questions to Town Manager Tyler Sinclair: tsinclair@jacksonwy.gov or 307-734-3480.

Application Questions

1. Full Name: **Katherine ("Katie") M. Wilson**
2. Residence Address: [REDACTED]
3. Mailing Address: [REDACTED]
4. Phone Number: [REDACTED]
5. Email Address: [REDACTED]
6. I am over 18 years of age: **Yes**
7. Resident of the State of Wyoming Since (month/year): **October/2005**
8. I affirm I am a registered voter in the Town of Jackson: **Yes**
9. I affirm that I am not currently adjudicated mentally incompetent: **Yes**
10. I affirm that I have not been convicted of a felony, or if I have been convicted that my civil or voting rights have been restored: **Yes**
11. I understand that Council's current regular meetings are at 1:30pm and 6:00pm on the first and third Mondays of the month. **Yes**
12. I understand that special Town Council meetings, in addition to regular Town Council meetings, may be called by the Mayor or a majority of Council, as needed. **Yes**
13. I can attend Council's Retreat on February 12 and 13 of 2025. **Yes**
14. I understand that if selected, I will be appointed to fill the remainder (approximately 2 years) of a 4-year term that expires January 2027. **Yes**

*****Please see next pages for the Short-Answer portion of application.***



Katherine M. Wilson

AIA | NCARB | LEED AP (BD+C) | WELL AP
KMW Architecture - Architect & Owner

SHORT-ANSWERS:

15. Please describe any experience as a member of a board or decision-making body.

I have a variety of leadership experiences from national councils to the local volunteer ski patrol at Snow King Mountain.

The American Institute of Architects (AIA) is the professional association for Architects throughout the country. I have been deeply involved with this organization and served on the Board of Directors for both the State of Wyoming and Western Mountain Region (Arizona, Colorado, New Mexico, Nevada, Utah, Wyoming). I also served on the National Strategic Council for the organization. The AIA Strategic Council is a forward-thinking advisory body that plays a pivotal role in shaping the future of the architectural profession. I earned great experience regarding strategic planning, financial oversight, and governance.

Currently, I serve as the President of the Wyoming Board of Architects and Landscape Architects. The ability to develop and enforce regulation that positively impacts people has been incredibly rewarding. Again, this role has provided experience in strategic planning, ethical & compliance oversight, fiduciary responsibility, governance, leadership, and stakeholder engagement. This role has also allowed me to work directly with legislators in Cheyenne to transform ideas into laws.

I also serve as Chair of the Town Planning Commission and Board of Adjustment. This role has allowed me to become familiar with Town processes and understand the impacts of regulation upon our community.

16. What do you see as the major challenges and opportunities facing the Town?

The Town of Jackson has "growing pains." Our community is growing quickly and it is a challenge to keep up with outdated regulations, budget constraints, and increasing needs. I see this time as an opportunity to generate updates and implement new strategies to better prepare our community and its residents for the future.

For example, two specific challenges related to these "growing pains" are affordable housing & transportation. I look forward to continuing the work on these issues and contributing my qualifications as an Architect, Planning Commissioner, cyclist, and Friends of Pathways Board Member.

17. Given your understanding of Jackson's town government, what issues would you like to see the Town focus on?

I will take this role seriously. I am not afraid to ask questions and learn from those that know more than me. I am a strong believer in informed decision making based on facts. That being said, I see a strong need for more attention to be paid toward updated Design Guidelines, review of the 2:1 Bonus, affordable housing, transportation plan, review/implementation of the complete streets plan, respectful development mindful of preserving the health of our ecosystem, and more to help shape the community we want. I am qualified to help work through these issues. My experience on the Planning Commission, Friends of Pathways Board, and education in planning will go to work.

18. What do you see as your role working in a team environment? How do you handle disagreement/conflict with colleagues about an issue or decision?

I possess a strong ability to work with a wide spectrum of people. I value maintaining a diverse and effective board structure. I believe in creating space for all voices to be heard. Another solid and energetic voice would be positive for our Town Council. I will work with the Mayor, Council Members, Boards, Town Staff, and the Public to collaborate on issues and address town business. I bring strong organizational and leadership skills that will serve the Town Council well. This responsibility will be taken seriously.

There is value in different perspectives. I have no expectation of my opinion always aligning with everyone. It is critical to actively listen to different ideas with an open mind. Disagreements will happen... but they must be approached with civility and professional conduct.

19. What do you see as the role of local government?

Local government needs to provide high-quality municipal services while maintaining affordable fees and taxes. It is also important to plan for the future development and future needs of the community/area.

20. Thinking about Jackson's future, what excites you? What worries you? What role, if any, might local government play in crafting that future?

I love this community. I moved here for an architectural internship... and stayed because I fell in love with this community. I hold great respect toward the power of place and the need to connect people's lives and livelihoods to the landscape. There is a delicate balance between social, economic, and environmental health. We live in an area crucial for conservation and ecological study where we must be responsible stewards. Change is inevitable. Local government has the opportunity to help guide that change. That is exciting to me! It worries me that local government may fail to stay ahead of the changes coming our way... the opportunity to best manage these changes would be lost.

21. Please describe any conflicts of interest you may have or projects/issues on which you may need to recuse yourself.

If I am appointed to the Council, I will step down from my current roles as Chair of the Town Planning Commission, Member of the Town Board of Examiners, Chair of the County Board of Building Appeals, and Secretary of Friends of Pathways. I work as a Licensed Architect and would need to recuse myself from any project being reviewed by the Town where I am directly involved.

22. Who do you feel is underrepresented in community conversations and how would you work to bring their voices to the table?

It is a privilege to be able to serve one's community. Having the capacity to serve means that one's basic needs are met to the extent that extra time and energy can be dedicated towards other efforts. There are many in our community that are working overtime to simply meet the basic needs for themselves and their families (eg. food, shelter, clothing). These are the individuals that do not have the extra capacity to attend meetings and volunteer on boards. These are individuals that struggle to have their voices heard. I hope to work with organizations like One22 that can help us better understand their needs.

23. What unique perspective or life experience do you bring that could diversify the Council approach to decision-making?

I have gotten to know an incredible cross-section of residents in Jackson. I have taken on multiple local volunteer roles in Jackson and believe the connection to community helps me better understand the physical, human, political, historical, economic and cultural factors that affect people, natural environments and design.

I am a female small-business owner who works in an industry dominated by men.

As a Licensed Architect with over 20 years of experience, I bring a strong background in the field of problem solving, strategic thinking, programming, planning, and design. I am familiar with the impact of planning and development regulations. Architects are trained to identify issues and develop solutions. Please put me to work.

24. The appointment process is done without input from voters. If you have not previously run for Town Council, why haven't you? Why should the Council appoint you when you have not been vetted by the voters? Alternatively, if you have previously run and lost, why do you feel the Council should do something voters chose not to do?

I strongly believe in contributing to the community in which one lives. I care about qualified leadership and have spent time encouraging others to step up to elected leadership. I recently had the mirror turned on me ...and I know that I would serve this role well. I know that I can make space in my life to do this job right. This is my opportunity to contribute.

25. The Council makes a lot of "shades of gray" decisions; i.e., decisions where both sides make a compelling case. Please share an example of a difficult decision you've faced (whether professional or personal), and how you went about deciding it.

I was raised in a home with a liberal mother and a conservative father. Civil debates and conversations regarding opposing views are normal to me.

Currently, I serve as the Chair of the Town Planning Commission. There are regularly difficult decisions to be made where both sides make compelling cases. It is vital to maintain an open mind, actively listen to all perspectives, identify common ground where possible, weigh the pros and cons of each viewpoint, and ultimately choose the option that best addresses the situation while considering the concerns of all parties involved; this often requires open communication, critical thinking, and a willingness to compromise.



Katherine M. Wilson

AIA | NCARB | LEED AP (BD+C) | WELL AP
KMW Architecture - Architect & Owner

January 16, 2025

Mayor & Town Council,

I am excited to be a candidate for the vacant Town Council seat!

I believe in contributing to my community, and I have done so in myriad ways since moving here in 2005. In 2014, I was appointed to the Teton County Board of Building Appeals and three years later the Town Council appointed me to the Town Planning Commission. I continue to serve in both these roles as Chair, and also joined the Town's Board of Examiners in 2020. I volunteer my time and energy in these roles because I have skill sets that can be shared with my community and I sincerely enjoy involvement. I've also been a member of the Kiwanis Club of Jackson Hole, the Snow King volunteer ski patrol since 2007, and joined the Benevolent & Protective Order of Elks in 2018. I am a graduate of Leadership Jackson Hole and Womomentum. I serve on the Friends of Pathways Board of Directors as a strong advocate for better trails/recreation, safer pathways, safer bike/pedestrian routes through town, and alternative transportation options. I deeply care about our community and want to contribute as a qualified leader. I bring a strong background in the field of problem solving, strategic thinking, programming, planning, and design. I'm familiar with the impact of planning and development regulations, and I will make thoughtful, well reasoned decisions on behalf of our community.

I possess a unique ability to work with a wide spectrum of people. Another solid and energetic voice would be positive for our Town Council. I will work with the Mayor, Council Members, Town Staff, Boards, and the Public to collaborate on issues and address town business. The responsibility of this role will be taken seriously. I bring strong organizational and leadership skills that will serve the Town of Jackson well.

Please honor me with this opportunity to offer my insights, talents, training, and experience to contribute meaningfully, beyond self, to the improvement of the environment, community, and the human condition here in Jackson, Wyoming.

Best,

Katherine ("Katie") M. Wilson



Katherine M. Wilson

AIA | NCARB | LEED AP (BD+C) | WELL AP

KMW Architecture - Architect & Owner

REGISTRATION:

Licensed Architect, Wyoming State Board of Architects and Landscape Architects (Wyoming License Number B-281)

Licensed Architect, Idaho Board of Architectural Examiners (Idaho License Number AR-985910)

NCARB Certificate Holder, National Council of Architectural Registration Boards (NCARB Certificate No. 78888)

LEED Accredited Professional (Building Design and Construction), Green Building Certification Institute
/Leadership in Energy and Environmental Design; (Certificate Identification Number 10731929)

WELL Accredited Professional, International WELL Building Institute (Credential ID Number WELL-AP-0000002432)

EDUCATION:

Masters of Architecture, May 2005; University of Idaho, Moscow, ID; GPA: 3.9

Bachelor of Science in Architecture, May 2005; University of Idaho, Moscow, ID

Study Abroad Program, Rome, Italy; Summer 2003 (*program through California Polytechnic State University, San Luis Obispo, CA*)

WORK HISTORY:

Principal Architect / Owner, KMW Architecture, Jackson, WY; 2018 – present

Associate / Architect / Project Manager, Vera Iconica Architecture, Jackson, WY; 2015 – 2018

Architect, Ward+Blake Architects, Jackson, WY; 2005 – 2014

Architectural Graduate Teaching Assistant, University of Idaho, Moscow, ID; 2003 – 2005

TOWN & COUNTY PLANNING & BUILDING:

2020 – present - **Member, Town of Jackson Board of Examiners**

2017 – present - **Chair, Planning Commission & Board of Adjustment – Town of Jackson, Wyoming**

2014 – present - **Chair, Teton County Building Appeals Board – Teton County, Wyoming**

AFFILIATIONS:

2024 – present - Chair, FY25 Credentials Committee - National Council of Architectural Registration Boards

2024 – present - Regional Treasurer/Secretary, NCARB Region 5 - National Council of Architectural Registration Boards

2023 – present - Member, Architect Subcommittee for Practice Overlap Initiative - Interorganizational Council on Regulation

2021 – present - **President, Wyoming Board of Architects & Landscape Architects, State of Wyoming**

2020 – 2022 - Member, National Secretary's Advisory Committee – National American Institute of Architects

2019 - Continuing Education Evaluation Work Group - National Council of Architectural Registration Boards

2019 – present - **Secretary, Friends of Pathways**; *non-profit advocacy group for trails, pathways, and alternative transportation*

2018 - **Councilor, National Strategic Council – National American Institute of Architects**

2018 – 2024 - Secretary, Board of Directors – Wyoming Architectural Education Foundation

2018 - **Senior Director, Executive Committee – Western Mountain Region of the American Institute of Architects**

2018 – present - Member, Benevolent & Protective Order of Elks – Jackson, Wyoming

2017 – present - **Architect Member, Wyoming Council on Fire Prevention & Electrical Safety & Energy Efficiency in Buildings**

2016 – 2020 - Open Space Council – Jackson Hole Land Trust

2016 – 2017 - **Regional Secretary, Executive Committee – Western Mountain Region of the American Institute of Architects**

2014 – 2015 - Board Member, Board of Directors – U.S. Green Building Council of Wyoming

2013 - Graduate of Womentum; *women's professional, civic and leadership program*

2012 – 2015 - Associate Director, Board of Directors – Wyoming Chapter of the American Institute of Architects

2012 – 2015 - Co-Chair of Green Drinks JH; *monthly community environmental awareness program*

2012 - Graduate of Leadership Jackson Hole; *program for leadership skills, knowledge and ability to participate in community issues*

2007 – present - Volunteer Patroller, Snow King Ski Patrol – Jackson, Wyoming (*certified in Outdoor Emergency Care/ CPR/ AED / Mountain Travel and Rescue / Avalanche I and II*)

2005 – 2016 - Kiwanis Club of Jackson Hole (Past President); *service club that focuses on helping kids*

HONORS:

2022 Karen Colclough Award, National Ski Patrol

2018 Louise Bethune Fellowship, National American Institute of Architects

2017 Young Architect Award, Wyoming Chapter of the American Institute of Architects

2015 Wyoming's Top 40 Under 40, Wyoming Business Report

2014 Jason Pettigrew Memorial Leadership Scholarship, American Institute of Architects Western Mountain Region

2014 Alliance Local Roots Honoree, Jackson Hole Conservation Alliance

2009, 2008, 2007, 2006 Member of the Year, Kiwanis Club of Jackson Hole



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REFERENCES:

April Hankey Norton

Director at Jackson/Teton County Housing Department

Crista Valentino

Executive Director at Jackson Hole Travel & Tourism Board

Jessica Jaubert

Principal at Three Elephant Public Relations

Allison Fleury, CLARB, ASLA

Vice-President at Wyoming Board of Architects & Landscape Architects

Principal Landscape Architect at Inside Out Landscape Architecture, LLC

Melissa Turley

Executive Director at Energy Conservation Works

Kathy Clay

Retired Battalion Chief Fire Marshal at Jackson Hole Fire/EMS

Bob Weiss

Member at Teton County Board of Building Appeals

Client at KMW Architecture

COUNCIL WORK PLAN CALENDAR 2024		
JANUARY	FEBRUARY	MARCH
TOWN MTGS.	TOWN MTGS.	TOWN MTGS.
Equity Task Force Presentation	Title 7, Animals	Equity Task Force Updated Resolution
Pre-Construction Bid for Stilson-	Censure Ordinances-	Fairgrounds & Rodeo Lease Extension
Snow King & Willow Stop Sign	LDR General Update 2023	
	Kelly Place Deed Restriction	
JIM	JIM	JIM
Cancelled	Joint Department Funding Task Force Discussion	Housing Department Work Plan & Housing Supply Plan
		Regional Transportation Work Plan
APRIL	MAY	JUNE
TOWN MTGS.	TOWN MTGS.	TOWN MTGS.
Legislative Debrief & Resolutions for WAM	Gregory Lane Design-	Accessible Housing Policy Upgrades-
Furthering Accessibility @ Town Bldgs. & Sites (scoping)	Title 15 Updates Building & Construction	Town & County Joint Revenue Options
Fire JPA		Moratorium Proposed Process
SPECIAL MTG. (April 22)	JIM	JIM
Long Range Planning Work Plan & Indicator Report	90 Virginian Lane Developer Selection	90 Virginian Lane Developer Selection
Joint Alternative Funding Options	SS4A Vision, Goals, & Leadership Commitment	Joint Alternative Funding Options (2nd Mtg.)
	Mobility Hub Study & Next Steps	
	Community Wildfire Protection Plan (WUI)	

COUNCIL WORK PLAN CALENDAR 2024 (CONTINUED)		
JULY	AUGUST	SEPTEMBER
TOWN MTGS.	TOWN MTGS.	TOWN MTGS.
Budget & Revenue Strategy	Moratorium	Total Compensation & Benefit Review
Final Sustainability Plan	County Water Quality Plan & Update to Sewer Policies	Police Department Staff Retention
Rights of Nature Resolution	Destination Management & Marketing Organization	Pay As You Throw Pricing/Alcohol Container Ordinance
Fire JPA	West Jackson Subarea Transportation Plan	
Equity Task Force Appointments (Special Mtg.)		
Moratorium		
JIM	JIM	JIM
Fire JPA	Housing Dept. Rules & Regs Issues Identification	Housing Department Rules & Regs Clean Up
Joint Revenue Ballot Initiatives	90 Virginian Lane Update	Indicator Report Dashboard
OCTOBER	NOVEMBER	DECEMBER
TOWN MTGS.	TOWN MTGS.	TOWN MTGS.
Title 7, Animals (2nd mtg.)	License Plate Readers Update	Taxi Rate Scoping Report
Fire & Building Code Updates	Further Steps to Reduce Barriers to ECE Scoping Report	Gregory Lane Design & Construction
	Legislative Agenda & Approach	Affordable Non-Residential Space Scoping Report
	Recommendation to Create Task Force on Transportation/Comms	Public Art Allocation
	Karns Meadow EA & CUP	
JM	JM	JM
90 Virginian Lane Development		90 Virginian Lane Development
Housing Department Rules & Regs Clean-Up		Stilson Transit Center GMP & SPET Use of Funds
		Housing Department Rules & Regs Adoption
		SS4A Leadership Commitment Adoption & Update
		Ground Lease w/ Virginian RV Park

SHIFTS & CHANGES	
Furthering Accessibility @ Town Bldgs. & Sites (scoping)	Moved from March to April
Community Wildfire Protection Plan	Added to May JIM at Request of Interim Fire Chief
Rights of Nature Resolution	Moved from March to June to July
Final Sustainability Plan	Moved from June to July
Joint Revenue Ballot Initiatives	Added in July
Equity Task Force Appointments (Special Mtg.)	Moved from May to June
Community Solar	Moved from June to July & then just a memo
Budget & Revenue Strategy	Moved to June after budget, then discussed w/ County
County Water Quality Plan & Update to Sewer Policies	Combined & moved from June to August
Modernizing Mobility for West Jackson Plan	Moved from June to July then shift to Town mtg. in Aug.
Total Comp/Benefit Review/PD Staff Retention	Moved from May to July to September & split into 2 items
Indicator Report Dashboard	Added to September JIM
Karns Meadow EA & CUP Preview	Moved from April to July to September to November
Joint Alternative Funding Options	Moved to April JIM to TBD
Fairgrounds & Rodeo Lease Extension	2nd Mtg., response from County received in September
Stilson Transit Center GMP & SPET Use of Funds	Moved from August JIM to November to December
Moratorium Process	Added in July, August, & September
Rec Center 6 Month Operations & Revenue Review	Removed from December JM to be a memo
Regional Transportation CIP	Moved from April to June to November to TBD
90 Virginia Lane Development	Added to October, November, & December JIMs
Gregory Lane Design & Construction	Moved to November to December
SS4A Leadership Commitment Adoption & Update	Moved from October to December JIM
Stormwater Management Plan	Moved from May to July to Sept. to Memo & Schedule in '25
Cow Pasture 1 & 2 Softball Field Replacement	Moved from July to October JM to survey constituents
Regional Transportation Needs Assessment	Moved from November to Memo
PI List Review	Continued to May, then continued to TBD
Fire/EMS Level of Service & Expectation Setting	Moved to TBD
Dedicated Transportation Revenue Options	Moved from December to March 2025
Town Mobility Overlay	Moved from November to be part of SS4A
SPET Follow-Up & Next Steps	Removed to schedule in 2025, February JM
TTB Destination Management & Marketing Org. Update	Moved to JM update in February
Policy Manual Update	Moved to February
Fire JPA	Moved from March & June to TBD
EBike Scoping Report	Moved to January

COUNCIL WORK PLAN CALENDAR 2025		
JANUARY	FEBRUARY	MARCH
TOWN MTGS.	TOWN MTGS.	TOWN MTGS.
Affordable Non-Residential Space Scoping Report	Policy Manual Update	
Council Appointment Process		
EBike Scoping Report		
Public Art Plan		
JM	JM	JM
	90 Virginian Lane Development Agreement	Transportation Workplan
Transportation CIP	Destination Management & Marketing Organization (DMMO)	90 Virginian Lane Development Agreement
	Fire/EMS JPA Process Schedule	
	SPET 1% Agreement Updates	
APRIL	MAY	JUNE
TOWN MTGS.	TOWN MTGS.	TOWN MTGS.
JM	JM	JM

Joint Meeting Agenda Item Request			
<i>Submittal / Request Section</i>			
February 3, 2025 Joint Meeting			
#	Presenter	Agenda Item	Time Needed
1	April Norton	Feb - 90 Virginian Lane Development Agreement	180 min
2	Crista V	TTB - DMMO	
3		Fire/EMS JPA process schedule	
4		SPET 1% agreement updates	
Upcoming Items			
	Charlotte Frei	Mar - Transportation Workplan	60 min
	Mike Moyer	Mar - Community Wildfire Protection Plan (CWPP) signatures	30 min.
	April Norton	Mar - 90 Virginian Lane Development Agreement	120 min
	Charlotte Frei	June - Transportation Dedicated Revenue Options	45 min
	April Norton	2025 Housing Supply Plan & Housing Dep. Work Plan - April - should try to align with LRP Indicator Report + Work Plan if possible - could go in May, but want it before budget	120 min