Special Town Council Meeting

January 23, 2025
9:00 AM
Town Council Chambers
Chair: Arne Jorgensen

NOTICE: THIS MEETING IS OPEN TO THE PUBLIC BUT WILL NOT BE STREAMED. PLEASE CONTACT THE TOWN CLERK'S OFFICE IF YOU WOULD LIKE TO VIEW THE RECORIDNG.

I. CALL TO ORDER AND ROLL CALL

II. DISCUSSION/ACTION ITEMS

A. Town Council Vacancy: Finalist Interviews, Discussion, and Selection

III. EXECUTIVE SESSION

Recess or Adjourn to executive session pursuant to Wyoming Statute §16-4-405(a)(ii) to consider the appointment of a public officer.

IV. 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 23, 2025	**Meeting Title:**	Town Council Special Meeting
Submitting Department:	Administration	**Presenter:**	Tyler Sinclair
Agenda Item:	Town Council Vacancy: Finalist Interviews, Discussion, and Selection	**Public Comment:**	No

Purpose & Policy Considerations.
To select a 5th Town Council Member.

Requested Action.
Staff requests that Council interview the 5 selected applicants, deliberate, and appoint a 5th Town Council member.

Recommendation.
None

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.

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 always 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.

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

On January 21, 2025, Council selected 5 applicants (see applications attached) to interview along with approving established interview questions (see attached) for said interviews.

Analysis
The meetings on January 23 and, possibly, January 24 will be utilized for interviewing applicants and making an

appointment. Each interview has been 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. Interviews have been scheduled as follows and are open to the public:

- 9:00am – Frederic Gordon
- 10:15am – Shelby Read
- 11:30am – Scott Anderson
- 1:30pm – Katie Wilson
- 2:45pm – Alyson Spery
- 4:00pm - Discussion

Next Steps
Friday, January 24 may also be utilized for interviewing applicants, discussing, and making an appointment.

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 and processing applications and at special Town Council meetings is estimated at 75 hours.

Attachments or Links.
Interview Questions
5 Applicant Applications - Redacted

Suggested Motion

I move to appoint _____ to the Jackson Town Council for the remainder of a 4-year term ending in January 2027.

Interview Questions

1. What are the main skills or experience that you would bring to the Council?
2. If appointed, what decisions or issues would you like to see the Council address?
3. 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?
4. 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.
5. 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 have been rising faster than town revenues, putting strains on the town's budget. How should we prioritize our expenditures?
6. 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.
7. Is there a limit on how many people can live in Jackson Hole? Regardless of your answer, how should we think about the consequences of further population growth?
8. 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?
9. 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?
10. (statement by Mayor to Council, inviting follow up on previous answers) Are there any questions that Council would like to ask relative to the responses to the application questions?
11. Do you have any other comments or points that you would like to add that you feel would help us in our deliberation?

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] 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:** 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
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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

[redacted]

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 [redacted]
Gary Kofinas [redacted]
Brittany Ziebell [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:** 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
[redacted]

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]

January 16, 2025

Shelby Read
[redacted]

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
[redacted]

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
- External Relations
- Complex Problem Solving
- Stakeholder Relations
- Cross-Functional Collaboration
- Community Engagement
- Strategic Planning
- Donor Relations
- 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 — January 2021
Cornell University

MS - Educational Leadership & Public Policy — March 2012
Portland State University

BA - International Studies, Asia — January 2005
Hanover College

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
[redacted]

REFERENCES

Ted Staryk
[redacted]

Wendy Martinez
[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:** 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.**

Alyson Spery rooted in community

[redacted]

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. Womentum 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

[redacted]

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,

Alyson Spery, MFA

Alyson Spery rooted in community

[redacted]

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 Tlaxcaltecans 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 COBAT15 (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
[redacted]

Emily Cohen, Executive Director, Jackson Hole Community Radio
[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 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
[redacted]

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 county. 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
[redacted]

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 Womentum. 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 M. Wilson

Katherine ("Katie") M. Wilson

Katherine M. Wilson

AIA | NCARB | LEED AP (BD+C)) | WELL AP
KMW Architecture - Architect & Owner
[redacted]

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

Katherine M. Wilson

AIA | NCARB | LEED AP (BD+C)) | WELL AP
KMW Architecture - Architect & Owner
[redacted]

REFERENCES:

April Hankey Norton
Director at Jackson/Teton County Housing Department
[redacted]

Crista Valentino
Executive Director at Jackson Hole Travel & Tourism Board
[redacted]

Jessica Jaubert
Principal at Three Elephant Public Relations
[redacted]

Allison Fleury, *CLARB, ASLA*
Vice-President at Wyoming Board of Architects & Landscape Architects
Principal Landscape Architect at Inside Out Landscape Architecture, LLC
[redacted]

Melissa Turley
Executive Director at Energy Conservation Works
[redacted]

Kathy Clay
Retired Battalion Chief Fire Marshal at Jackson Hole Fire/EMS
[redacted]

Bob Weiss
Member at Teton County Board of Building Appeals
Client at KMW Architecture
[redacted]