

Date

Sally Naven, HR Analyst
King County Solid Waste Division
201 S. Jackson, St. #700
Seattle, WA 98104

Note: all bolding in cover letter speaks to the specific qualifications listed in the job posting.

RE: Job #2021SNR12345, Fiscal Specialist III

Dear Sally Naven:

When I read about the magnitude of Solid Waste’s services and the millions of residents impacted by this essential work and your vision of “achieving zero waste of resources and enhance the environment through collaborations and innovation,” I knew that your Fiscal Specialist III position would be meaningful work for me. I am at a point in my career where I am seeking to put my **five plus years of accounting, payroll, and leadership experience** to excellent use. I am passionate about accounting, finding discrepancies and have always been on the lookout to improve processes. I currently thrive as a Customer Service Specialist III in the Department of Executive Services, Records and Licensing Division. Prior to that I enjoyed a successful 10-year career with Fred Meyers as the Bookkeeper, Personnel Coordinator and Front-End Store Manager.

Accounting is my passion. I have an **AA in Accounting** and combined with my five years of bookkeeping experience, I have in-depth knowledge of accounts payable and receivable. I worked with the Direct Store Delivery Accounts Payable financial system to process invoice payments for product delivered by suppliers through our Back Door Receiving (BDR) system. I reconciled the daily DSD invoices in the BDR system and then loaded the data into our central Accounts Payable (AP) system. I worked with vendors and ensured a strong working relationship. I worked with VICS and Facility Sales Management (FSM) report to reconcile the daily sales of up to \$34,000.00.

At Fred Meyers, over five years my cash office achieved a 100% accuracy on every company internal and external (IRS) audit because of my application of **Continuous Improvement** methodologies and systematic workplace organization structure. The IRS auditor told me “it was a pleasure to do an audit in your store.” Fred Meyers Corporation adopted my system as the company standard for cash offices including taking pictures of the physical layout, copied my standard work and training documents. I also volunteered to **train the bookkeepers** for our district.

I have extensive experience with **identifying, analyzing, and resolving complex accounting issues**, while working at Fred Meyers, that had a weekly average of \$300,000 in sales. With the high turnover of front counter staff, I encountered many complex issues that required detailed root cause analysis to identify the gap in employees’ understanding and following of standard work. Additionally, while applying **forensic accounting techniques**, I was able to discover a pattern in our data that lead to an investigation of three employees for possible internal theft which resulted in them being terminated.

I have natural **strong time management and prioritization skills** which enabled me to do the work of two full-time positions of Bookkeeper and Front-End Manger at Fred Meyers. I also **improved my processes and developed strong standard work** so that my time was spent on the critical tasks which ensure that they got done at the right time. I am tactical in my work style and have developed the ability to see the work holistically and how individual tasks link to larger priorities. Another reason for

my success, was my **ability to empower others and develop them to be problem solvers** because I truly believe we are one team.

I don't just **learn on-the-fly but I also analyze and identify root causes** while learning. I see myself as an **agent of change**, I can adapt easily and welcome changes that helps everyone thrive. At King County, I have been an active team member in **Equity and Social Justice** and I have been speaking up and interrupting business as normal. I have become an encouraging liaison as an **Employee Advisory Committee for Continuous Improvement member** between my team and our leadership, who are working together to build a more equitable workplace for ourselves and customers. I have been spending my own time doing **self-development**: reading books on how to talk about racism and systematic racism.

I know a great deal about **Microsoft Office** including **Excel, Outlook, SharePoint, and Teams**. When I joined King County, I started learning about the **Oracle EBS financial systems** to prepare me for a Fiscal Specialist position. I have taken **Accounting 101, EBS iExpense (P-Card Holder), and Procurement 101**. The Oracle system is very similar to past systems I have used.

I have learned that everything I do; I must do with the **customer in mind**. In King County, so many of our values directly tie to our customers. I believe in putting our **values into action**. For example, in my current position, most of our customers calling were non-native English speakers and I learned while speaking to them that they were confused by our phone tree. At a team meeting I brought up our customers' struggles and we improved our phone tree; it was a small act with a big impact.

In my current position, I had **to organize, code, and maintain extremely large data sources**. I use **Excel** to manage over 100,000 data points for all TNC For-Hire applications. Daily, I used **VLOOKUP** to navigate the data points to populate a supplemental application that is then converted to a PDF which I email to up to 300 For-Hire drivers per day. I also created a **pivot table** to summarize our progress and identify areas that needed more support. I created a **complex formula** to extract several different cells with the driver's information to create a subject line template that is copied into the Outlook email.

I believe my experience with improvement and equity would be of use and I want to be part of work that has a direct impact on helping people thrive. I look forward to an interview to further discuss how my skills will benefit Solid Waste and how Solid Waste will benefit me. Thank you for your time and consideration.

Sincerely,

Jane Simpson

Jason Smith, BA

Issaquah, WA, 98027 • 206-755-0000 • Jason.smith26@gmail.com

DATE

RE: Job #2019WR12345, Project/Program Manager II

Dear Sharon Graves,

NOTE: Each bolded heading addresses a key qualification from the job posting.

I understand you are heading up a new group that will be guiding the organization's work culture. With several years of experience in organizational development, along with my bachelor's degree from The Evergreen State College that focused on organizational psychology and change management, I believe I can bring a unique perspective to your team and this exciting endeavor. I also bring a two-year background working as a trainer in the restorative justice and conflict resolution field, and another five years leading, organizing, and developing competitive gaming teams. Below is how I meet the qualifications for the position:

Organizational Development: Possess a bachelor's degree with a focus in organizational development and change management, studying micro and macro social systems, positive psychology practices, and human resource leadership. I am actively involved on the leadership team of the Pacific NW Organizational Development Network (PNODN) in which I have a role in the delivery of the most up to date trainings, resources, and best practices for organizational development practitioners. I have also developed an expertise in, and passion for, Liberating Structures, and serve as a consultant to those interested in incorporating the technique into their own practices.

Training and Development: Served as a conflict trainer for two years where I taught a variety of communication modules and restorative justice practices to diverse communities and schools. As a member of the PNODN, I periodically teach Liberating Structures to the PNODN community.

Project Management: Successfully served as Lead on a variety of projects with the PNODN, ensured the teams achieved their deliverables and that the PNODN leadership and community were engaged and informed throughout. I also effectively managed the one-year trajectory of developing, recording, producing, and distributing a full-length album for the band I managed which resulted in our hit single making it onto the radio.

Coaching and Mentorship: Have both mentored and been mentored throughout my life. I have served as a coach and mentor for the VOICE (student mentoring) program through the Issaquah School District. I practice and continually evolve my coaching skills in my mediation work and have served as a coach to those interested in gaming improvement.

Working Collaboratively: Working inside a competitive gaming environment, I have learned the skill of finding mutual purpose, and how to then leverage our strengths to allow for motivation and success, which has resulted in many of my teams being top in the league. I also apply this skill to all the project teams in which I am involved. Further, the Evergreen State College places a high emphasis on group work which gave me the skills and taught me the value of working collaboratively.

Process Consulting: Through my involvement with the PNODN community and other professional associations, I have served as a process consultant for a number of individuals and have had individuals refer those outside of these communities to me on the group processes they are developing. In my organizational development coursework, I also had numerous opportunities to serve as a process consultant using group intervention and coaching methods.

Group Tools: Being an active attendee of the Seattle Liberating Structures user group, I am a recognized expert in the technique. I am experienced in using circle group methods in addition to being certified in both two-party and multi-party mediation. Engaging groups with somatic, cognitive, and emotional methods is a strong belief and essential practice of mine.

I am extremely proficient in technology and can get up to speed quickly on any software or platform. I would greatly appreciate an opportunity to talk with you further about your position and the contribution I believe I can make. I can be reached at 206-755-0000 or by email at Jason.smith26@gmail.com.

Respectfully,
Jason Smith

Salli Forth

206-222-2222 | salli.forth@gmail.com

Ms. Kelly Jones, Sr. HR Analyst
King County Metro
201 S. Jackson Street
Seattle, WA 98104

NOTE: Each bolded word or phrase speaks specifically to a qualification listed in the job posting.

May 10, 2020

Re: Transportation Planner III # 2020CR12223 (TLT/SDA - RapidRide)

Dear Ms. Jones:

In the two years I've worked at King County Metro, the RapidRide program piqued my interest right from the very beginning. The RapidRide E Line was the first Metro bus route I ever rode when I moved to Seattle and I continue to rely on RapidRide today to get me where I need to go. As a transportation planner with a **master's degree in transportation planning, over five years of experience in project management and bus rapid transit**, the opportunity to shape the future of the existing RapidRide system is one that I cannot pass up. Thus, I write to you today to apply for the Transportation Planner III (RapidRide Policy and Existing Network Manager) TLT/SDA position. I am excited to continue to grow my career at Metro through this opportunity and strongly feel that my interests, skills, and background would make me a great addition to the RapidRide team.

In my current role as a Transportation Planner II within Metro's Parking and Mobility Hubs team, I often **work collaboratively** with internal and external stakeholders to **solve complex problems**. When Metro leadership and King County Department of Local Services called on us earlier this year to host a COVID-19 vaccination site at a Metro park and ride, I assembled a team of **diverse subject matter experts** to gather input on how this could be accomplished. I then conducted a **data and equity driven analysis** to determine the best candidate sites for this effort. I **presented my findings** to the vaccine coordination group and submitted a **technical memo** to the Recovery Planning team, Metro leadership, and DLS. Since it was a request that came directly from agency leadership, this experience taught me how to **manage ambiguity, negotiate differences** and **adapt on the fly to accomplish tasks on tight deadlines**. My current position has helped me develop multi-disciplinary skills in data analysis, oral and written communication, policy and program evaluation, customer service, and grant writing, all of which could easily transfer to the Planner III/Existing Network Manager role.

Being a part of the larger Connecting to Transit group also allowed me to work on multiple **RapidRide and bus rapid transit projects** through the Safe Routes to Transit program. Last spring, I served as the Access to Transit Task Lead for the proposed RapidRide K Line. I **worked independently** to manage a consultant team identifying bicycle and pedestrian improvements along the proposed route and as **part of the larger team**, providing biweekly status updates to the Line and Task Leads. I assembled **written and visual materials** to successfully secure \$2.5 million in grant funding for bike and walk improvements along the RapidRide I Line and currently represent the Bike and Walk team on the RapidRide J Line. Based off of these experiences, I am **developing a process improvement** for collecting future Safe Routes to Transit projects for prioritization. This work builds on my prior experience with transit and BRT planning at the City of Pittsburgh, where I worked with various government agency stakeholders and community groups on planning and outreach of a 3.5 mile **multi-modal BRT corridor** running from Downtown to the Oakland neighborhood of Pittsburgh. This project went on to successfully secure \$100 million in federal funding.

In addition to technical projects, I am deeply committed to furthering **Equity and Social Justice** initiatives at Metro. Over the past year, I led a collaborative, section-wide effort to improve ESJ within Market Innovation. Together with two of my colleagues, I **surveyed 30+ staff** and **engaged section leadership** in multiple brainstorming sessions, serving as a model for **process change** for other sections in the Mobility Division. In the end, we developed a list of approximately 20 action items under six different categories, ranging from reforming hiring and empowering staff to pushing for stronger ESJ training and metrics. The RapidRide team is one that I have been excited to be a part of ever since I joined Metro. I see this TLT/SDA position as a valuable opportunity to apply my background in policy and process planning to capital and operations projects relating to bus rapid transit. Most importantly, I would love to the chance to help shape RapidRide network for years to come. Thank you for your consideration.

Sincerely,
Salli Forth