

## EMPLOYMENT APPLICATION



SNOHOMISH COUNTY  
3000 Rockefeller Ave M/S 503  
Everett, Washington 98201  
(425) 388-3411  
<http://www.snohomishcountywa.gov/2553>

Shelton, Holly A  
2022-00442 PUBLIC ADVOCATE

Received: 7/11/22 11:15 PM  
For Official Use Only:  
QUAL: \_\_\_\_\_  
DNO: \_\_\_\_\_  
 Experience  
 Training  
 Other: \_\_\_\_\_

## PERSONAL INFORMATION

|  |  |
|--|--|
| POSITION TITLE:<br>PUBLIC ADVOCATE   | EXAM ID# :<br>2022-00442                   |
| NAME: (Last, First, Middle)<br>Shelton, Holly A  | SOCIAL SECURITY NUMBER:<br>N/A             |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>3557 84th Ave NE, Marysville, Washington 98270       | EMAIL ADDRESS:<br>HollyShelton84@gmail.com |
| HOME PHONE:<br>(425) 953-7767  |  |
| LEGAL RIGHT TO WORK IN THE UNITED STATES?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |  |
| What is your highest level of education?<br>Bachelor's Degree  |  |

## PREFERENCES

|  |
|--|
| ARE YOU WILLING TO RELOCATE?<br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Maybe |
| WHAT TYPE OF JOB ARE YOU LOOKING FOR?<br>Regular   |
| TYPES OF WORK YOU WILL ACCEPT:<br>Full Time  |
| SHIFTS YOU WILL ACCEPT:<br>Day, Evening, Weekends  |

## EDUCATION

|  |  |                                |
|--|--|--------------------------------|
| DATES:<br>From: 9/2002 To: 6/2008                          | SCHOOL NAME:<br>Western Washington University  |                                |
| LOCATION: (City, State/Province)<br>Bellingham, Washington | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED:<br>Bachelor's |
| MAJOR:<br>General Studies                                  |  |                                |

## WORK EXPERIENCE

|  |   |  |
|--|---|--|
| DATES:<br>From: 2/2018 To: Present   | EMPLOYER:<br>Snohomish County Human Services                    | POSITION TITLE:<br>Human Services Specialist III - Supervisor  |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>3000 Rockefeller Ave, Everett, Washington, 98201   |   |  |
| PHONE NUMBER:<br>425-388-3411  | SUPERVISOR:<br>Jackie Anderson - Division Manager               | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>40  | # OF EMPLOYEES SUPERVISED:<br>15                                |  |
| DUTIES:<br>Provide training, coaching and supervision for team of 15+ Direct Services staff team of Navigators, Housing and Essential Needs (HEN) staff, and Human Services Specialist II's. Implement and supervise emergency shelter response for COVID-19 pandemic, including fiscal tracking, usage reporting, and establishing relationships with community business and service providers. Co-facilitated Coordinated Entry Refinement project including updating processes and tools used to serve those in our community facing homelessness. Participated in and facilitated community and County efforts for annual Point in Time count, SSI/SSDI Outreach Access and Recovery (SOAR), Coordinated Entry, HEN and other projects and programs. Oversee special projects as assigned. Act as Coordinated Entry Lead Agency contact for any issues regarding CE as well as supporting CE community agencies. |   |  |
| DATES:<br>From: 3/2016 To: 1/2018  | EMPLOYER:<br>Snohomish County Human Services                    | POSITION TITLE:<br>Mental Health Community Support Specialist - SUCCESS Coordinator                  |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>3000 Rockefeller Ave, Everett, Washington, 98201   |   |  |
| PHONE NUMBER:<br>425-388-3411  | SUPERVISOR:<br>Anji Jorstad - Behavioral Health Team Supervisor | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>40  |   |  |

**DUTIES:**  
Identify and contact high utilizers with behavioral health issues in Snohomish County Jail. Provide support and robust release planning including connections to community supports, recovery supports and access to substance use disorder and mental health providers, housing resources, etc. Arrange for SUD and mental health assessments while incarcerated to better facilitate access to recovery services directly upon release. Once released, provide warm hand off to service providers and recovery programs, acting as a support and liaison between my client and the service or service provider. Upon possible reincarceration, continue to work with the client to best address needs and establish new release plan. Support other behavioral health programs in contacting and addressing needs of clients who are incarcerated. Work to address additional needs of the behavioral health team as they arise such as developing the team-wide Request for Information form, supporting the transition of flex funds from the VOA to the in house Community Services Counselor, and working with members of the Housing and Community Services Division to write the SOAR TA grant application.

**REASON FOR LEAVING:**  
Hired as Human Services Specialist III with the Housing and Community Services Division.

|   |  |   |
|---|--|---|
| <b>DATES:</b><br>From: 9/2014 To: 4/2016  | <b>EMPLOYER:</b><br>Snohomish County Human Services          | <b>POSITION TITLE:</b><br>Case Facilitator  |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>3000 Rockefeller Ave M/S 305, Everett, Washington, 98201 |  |   |
| <b>PHONE NUMBER:</b><br>425-388-3411  | <b>SUPERVISOR:</b><br>Cammy Hart-Anderson - Division Manager | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>40  |  |   |

**DUTIES:**  
Enrolled Snohomish County Jail inmates in Washington State Apple Health (Medicaid), educating them on services available upon release. Collaborated with Jail staff, Mental Health Professionals, Medical Services staff, Community Mental Health providers, Chemical Dependency providers, and Public Defenders Association to determine individuals needing Medicaid and related services, as well as best ways to address additional needs of inmates while in the community. Worked on special projects including identifying and educating service providers and jail staff as to the services provided within the jail; examining current processes and providing suggested best practices to Jail Transition Services program; and establishing procedure and program to connect inmates currently enrolled in Medicaid to their Managed Care Organization's Care Coordinators to assist in transition as well as provide support in the community.

**REASON FOR LEAVING:**  
New position as Mental Health Community Support Specialist SUCCESS Coordinator

|   |   |   |
|---|---|---|
| <b>DATES:</b><br>From: 11/2011 To: 8/2014   | <b>EMPLOYER:</b><br>Washington State Department of Social and Health Services | <b>POSITION TITLE:</b><br>Financial Services Specialist 3   |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>19705 State Route 2, Monroe, Washington, 98272 |   |   |
| <b>PHONE NUMBER:</b><br>360-794-1343  | <b>SUPERVISOR:</b><br>Kellie Bjerkaker - Financial Services Specialist 5      | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>40  |   |   |

**DUTIES:**  
Interviewed clients seeking financial and social assistance to determine their eligibility for state and federal aid programs such as food benefits, Temporary Assistance for Needy Families (TANF), the Aged, Blind, Disabled (ABD) program, and Medicaid. Chaired Diversity Committee, leading meetings to plan and implement diversity themed activities as well as facilitated diversity awareness activities in staff meetings. Expanded and utilized knowledge of community resources in both the Sky Valley and Smokey Point/Arlington communities to best advise clients to available resources.

**REASON FOR LEAVING:**  
New job with Snohomish County Human Services

#### CERTIFICATES AND LICENSES

Nothing Entered For This Section

#### Skills

**OFFICE SKILLS:**

Typing: 60  
Data Entry: 0

**OTHER SKILLS:**

**LANGUAGE(S):**

#### ADDITIONAL INFORMATION

**Volunteer Experience**

Volunteer with United State Peace Corps in Mali, Africa from July 2009-June 2011. Lived and worked in small community, speaking the native language; worked at local health center with mothers and babies, educating them on general health topics such as malaria prevention, nutrition, HIV/AIDS treatment and prevention; ran growth monitoring program, weighing babies on a monthly basis, counseling mothers on nutrition and weaning practices; started children's garden project with the primary school to teach children valuable gardening skills and nutrition; started a young women's group at the secondary school in collaboration with women in the community to discuss health related issues with girls aged 13-18, including personal hygiene, sexual education, and HIV/AIDS prevention and awareness; trained new volunteers in the health sector and issues facing volunteers and life in Mali.

#### REFERENCES

|  |                              |  |
|--|------------------------------|--|
| <b>REFERENCE TYPE:</b><br>Professional | <b>NAME:</b><br>Anji Jorstad | <b>POSITION:</b><br>Behavioral Health Supervisor |
|--|------------------------------|--|

|   |                          |  |
|---|--------------------------|--|
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>3000 Rockefeller Ave, Everett, Washington 98201 |                          |  |
| EMAIL ADDRESS:<br>anji.jorstad@snoco.org  |                          | PHONE NUMBER:<br>425-388-37211                         |
| REFERENCE TYPE:<br>Professional   | NAME:<br>Debbi Trosvig   | POSITION:<br>Human Services Specialist III -Supervisor |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>3000 Rockefeller Ave, Everett, Washington 98201 |                          |  |
| EMAIL ADDRESS:<br>debbi.trosvig@snoco.org   |                          | PHONE NUMBER:<br>425-388-7116                          |
| REFERENCE TYPE:<br>Professional   | NAME:<br>Kelli Bjerkaker | POSITION:<br>Community Services Office Administrator   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>840 N Broadway, Everett, Washington 98201       |                          |  |
| EMAIL ADDRESS:<br>bjerkkm@dshs.wa.gov   |                          | PHONE NUMBER:<br>425-339-4176                          |

Agency-Wide Questions

1. Are you now or have you ever been employed by Snohomish County Government?  
Yes
2. If yes, please provide the title of the job(s) held and the department(s) employed by.  
Human Services Specialist III -Supervisor  
Mental Health Community Support Specialist Success Coordinator, Human Services  
Case Facilitator, Human Services  
Law Office Assistant, Prosecutor's Office/District Court
3. Are you a current Snohomish County employee?  
Yes
4. If yes, would this be a voluntary demotion?  
No
5. Are you a current Snohomish County Government union member?  
Yes
6. If yes, which union?  
AFSCME
7. Do you have relatives working for Snohomish County?  
No
8. If yes, please provide their name, relationship to you and the department in which they work.
9. Are you under age 18?  
No
10. Are you requesting veterans' preference?  
No
11. Have you previously received employment with Snohomish County through the use of veterans' preference?  
No
12. In order to receive veterans' preference, you will need to attach an electronic copy of your DD214 or NGB-22 form to your application in the attachments section before you submit your application. Have you attached a copy of your DD214 or NGB-22 form to your application?  
I am not requesting Veteran's Preference
13. Will you need accommodation due to disability in the application, testing, or interview process?  
No
14. If yes, please provide a brief description of the accommodation requested.
15. Do you understand that you will have to undergo a criminal background check prior to employment (A non-job related conviction does not necessarily bar you from employment)  
Yes
16. The County will use email to contact you. We want to make sure that our test and interview invitations and notices do not go to your junk mail/SPAM box. Have you added info@governmentjobs.com and info@neogov.com to your "safe sender" list?  
Yes
17. How did you hear about this employment opportunity?  
Snohomish County Website
18. Is all the information you've provided in this questionnaire true and accurate to the best of your knowledge? Do you understand that this information will be verified and that any misstatement will result in removal from the eligibility list and/or the position if already hired?  
Yes
19. Did you use a previous name(s) when employed elsewhere or when attending school?  
Yes
20. I understand that by submitting my application, I am authorizing Snohomish County to make such inquiries of my personal, employment, or educational references as may be necessary in arriving at its employment decision.  
Yes
21. I understand that by submitting my application, I am authorizing information to be provided to Snohomish County and release employers, schools, or persons from all liability in responding to inquiries in connection with my application for employment.  
Yes

Job Specific Supplemental Questions

1. Will you meet the requirement of not holding an appointed or elected office in county government after August of 2022?  
Yes
2. Do you have a valid Washington State Driver's License or can you obtain one within one month of appointment?  
Yes
3. Describe your level of comfort and experience providing customer service. Please include specific examples to illustrate this.

I have over 20 years in providing customer service. One example of my customer service experience has been providing support and connection to services in my role as a Mental Health Support Specialist for Snohomish County Human Services. In this role, my customers were the clients and program participants transitioning from Snohomish County Jail to the public, as well as Jail and Court staff, attorneys, community service providers, and the families or supports of the people I was working with. I have additional customer service experience working for the Washington State Department of Social and Health Services as a Financial Services Specialist, whereby I met with clients and applicants to assess need and issue state public benefits including Basic Food/SNAP, Cash and Disability programs. My priority when working with the public is to meet people where they are at, provide judgement-free support, to listen, and to seek to understand what the person is experiencing. I keep in mind that no matter how my day has been going, this person is looking to me as a representative of my position, my Department, and the County. I maintain utmost respect and practice de-escalation techniques when needed. I currently provide customer service in my role as a Human Services Specialist III/Supervisor for the Housing & Community Services Division. As such, I am often meeting with program participants whose concerns have been escalated to me, and/or receiving and investigating grievances with the Coordinated Entry System. I am quite comfortable in this role, and come to each interaction with curiosity and fresh perspective.

4. To provide details about your experience with effectively communicating with diverse populations both orally and in writing, describe up to four difficult one-on-one communication situations that you have experienced and what your responses were.

One example of effectively communicating with diverse populations is in my partnership with by/for organizations such as Millennia Ministries. Millennia partners with families in the Everett area who are low-income and often facing homelessness or already homeless. Many of their team have lived experience, and in my role, I get to learn from them about the struggles families experience in our community. We have partnered to support families who are connected to the McKinney-Vento program and Kids in Transition through the Everett School District to attain permanent housing. As I have not had lived experience with homelessness, I make sure to spend more time listening than talking, and am quick to admit my mistakes or missteps.

Another example of my ability to effectively communicate with diverse populations has been in working with individuals involved with the justice system and incarcerated at Snohomish County Jail. It was important to my ability to build a trusting relationship with my clients that I did not hold judgement about their crimes or accused crimes when we were working together. Many of the people I worked with had different political, religious, or social views than I might, and some would share those. I made a point of connecting with them on a personal level, acknowledging their experiences and beliefs, and focusing on our work together to support them in transitioning out of incarceration.

Finally, as a Peace Corps Volunteer in Mali, West Africa, I lived in a rural community that had very few English speakers. I did not speak French, and so was challenged to learn their local language, Bambara. It was tough at times to communicate with my team and my counterparts, and we both had to have patience with each other. What I did learn was the way it feels to be learning a language and be surrounded by others who are fluent in it. I have lived in Washington the majority of my life, and am a native English speaker. This experience gave me even more compassion and understanding for those in our community who do not speak English as a first language, including immigrants and refugees.

5. Do you have a college degree or equivalent experience in service to government?  
Yes

6. If you answered yes above, describe your educational background and how it relates to your qualifications to serve as Public Advocate OR describe your experience providing service in government and how that provides equivalent education to make you a successful candidate for this position.

I hold a Bachelor's in General Studies. My degree consisted of many sociology classes, including urban and rural sociology, human interaction and development, and intercultural and interpersonal communication. As for my experience providing service in government that relates best to the Public Advocate role, I have provided services to the public as a representative of both local and state government, as a County employee, and previously a State employee. As such, I understand that there are often processes and procedures necessary to follow but which can be very challenging to navigate, especially if you are unfamiliar with them. My service has prepared me to have empathy and understanding for the public and gives me the patience to aid in solving problems, helping people to understand a process, or connecting people to the services or resource they need.

7. How do you establish and maintain working relationships with elected officials, County employees, representatives of other governmental agencies, and the public?

My ability to establish and maintain working relationships with elected officials, County employees, representatives of other governmental agencies and the public starts with respect. I make it a point to come to every interaction ready to listen to the issue at hand. I enjoy participating in collaborative meetings, and feel it can be just as important to listen and learn. I make it a priority to return communications as quickly as possible when contacted by the public for follow up, or by other professionals for any reason. Even when things get busy, it is important to make connections with colleagues, with customers, and with our community. In situations when I am learning or coming into a situation with less base knowledge, I make sure to ask questions and take notes. Additionally, I make it a priority to say hi to people. In the hall or the elevator and in any other appropriate situation, I like to at least say hi because it shows people that you notice them, and that can go a long way in building relationships.

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The following terms were accepted by the applicant upon submitting the online application:

By clicking on the 'Accept and Submit' button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I certify that answers to any questions on a supplemental questionnaire or other online test are my own original work. I understand that any false or incomplete answer or answers to supplemental questionnaires or other online tests that are not my original work may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of Snohomish County and will not be returned. I understand Snohomish County may contact prior employers and other references. I understand that I am responsible to keep my contact information including my e-mail address current within my NEOGOV account in order to be contacted by Snohomish County for test and interview invitations and notices about the employment process. I understand that I need to add [info@governmentjobs.com](mailto:info@governmentjobs.com) and [info@neogov.com](mailto:info@neogov.com) to my "safe sender" list to ensure communications from Snohomish County do not go to my junk mail/SPAM mail box.

This application was submitted by Holly A Shelton on 7/11/22 11:15 PM

Holly Shelton  
3557 84<sup>th</sup> Ave NE  
Marysville, WA 98270  
425-953-7767  
Hollyshelton84@gmail.com

July 11, 2022

To whom it may concern,

I am writing to you with great interest in the recent posting for Public Advocate in the Snohomish County Office of the Public Advocate.

In my current role as a Human Services Specialist III for Snohomish County in the Office of Housing and Community Services, I support and supervise a team of direct service providers to provide connections to housing services, community supports, and public benefits. Not only do I support my team and our system through coaching and staffing of challenging issues, but I am also the contact for any system grievance for our County Coordinated Entry system. This means I communicate directly with our participants, their families, and our community to assure the services they are provided are equitable. I also spend a lot of time with our participants listening to their concerns and using creative problem-solving skills and motivational interviewing to help them determine available solutions. My knowledge of community-based services to address behavioral health, physical health, housing, and other essential needs lends itself directly to the work I would do in this position. Working as a supervisor for the past four years, I have had firsthand experience developing programs and relationships necessary to these programs, such as the emergency shelter response to the COVID-19 Pandemic and the annual Point in Time count.

Prior to my role as an HSS III, I was a Mental Health Community Support Specialist in our Human Services Behavioral Health Division. In this role, I worked directly with highly vulnerable people and their support networks as they transitioned from incarceration at the Snohomish County Jail. I networked with other community providers such as health clinics, substance use disorder and mental health treatment providers and public benefits systems to help my participants' transitions go as smoothly as possible. I am good at reaching out to all areas of support and connecting the dots for people in need. I have over 10 years' experience in public service, and always strive to meet people where they are at.

I communicate effectively with peers, administrators, and other community partners both orally and in writing with respect and professionalism regardless of title, age, gender, belief or orientation. I am a natural leader in any role and very eager to learn. I am confident, yet humble and am always excited to meet new people and hear their stories. I have learned so much in my roles with Snohomish County, as well as in past professional and volunteer positions that I can apply to the Public Advocate role. I have also been a Snohomish County resident most of my life, giving me a profound connection to our community. It is these experiences that have prepared me for this position, and I am certain that I would be a great addition to your team.

Best regards,

Holly Shelton

## Holly Shelton

3557 84<sup>th</sup> Ave NE, Marysville | 425-953-7767 | Hollyshelton84@gmail.com

### Professional Objective

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Attaining position as Public Advocate for Snohomish County Office of the Public Advocate

### Summary of Qualifications

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- Current and applicable knowledge of multitude community resources, including process to access local, state, and federal resources and entitlement programs
- Personal and professional experience working with underserved and low-income populations of families and individuals, including community outreach in both city and rural settings
- 13+ years' experience working with clients with limited English proficiency
- Commitment to continuous learning about Diversion, Equity, and Inclusion throughout all aspects of personal and professional life
- Professional demeanor, leadership skills and supervisor experience, great time management and problem-solving capability

### Professional Experience

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2018 – Present: Human Services Specialist III Supervisor of Direct Services, Snohomish County Human Services, Everett, Washington. Manager: Jackie Anderson

- Provide training, coaching and supervision for team of 15+ Direct Services staff team of Navigators, Housing and Essential Needs (HEN) staff, and Human Services Specialist's
- Implement and supervise emergency shelter response for COVID-19 pandemic, including fiscal tracking, usage reporting, and establishing relationships with community business and service providers
- Co-facilitated Coordinated Entry Refinement project including updating processes and tools used to serve those in our community facing homelessness
- Participated in and facilitated community and County efforts for annual Point in Time count, SSI/SSDI Outreach Access and Recovery (SOAR), Coordinated Entry, HEN and other projects and programs

2016 – 2018: Mental Health Community Support Specialist SUCCESS Coordinator, Snohomish County Human Services, Everett, Washington. Supervisor: Anji Jorstad

#### Program and Procedure Development and Implementation

- Developed program criteria and protocol to best identify and serve clients, providing robust release planning and connecting them to supportive services upon release
- Established relationships with community providers to ensure a pathway for warm handoff and care coordination

#### Direct Service Experience

- Used Motivational Interviewing and other evidence-based practices to help clients connect with community-based services in preparation for release



2014 – 2016: Case Facilitator, Snohomish County Human Services, Everett, Washington. Supervisor: Cammy Hart-Anderson

Program Development

- Designed and implemented program and procedure to enroll Snohomish County Jail inmates in Washington Apple Health, trained replacement upon hire

Collaboration and Community Partnerships

- Worked with Snohomish County Jail to determine and meet needs of inmates, building trust and rapport with Corrections, Medical, and Mental Health staff

2011 – 2014: Financial Services Specialist 3, Washington State Department of Social and Health Services, Skykomish Valley CSO, Monroe, Washington. Supervisor: Kellie Bjerkaker.

Program and Resource Knowledge

- Facilitated client navigation through DSHS, Medicaid and related state and federal programs
- Provided connection to community-based organizations and local resources for clients

Volunteer Experience

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2009-2011: United States Peace Corps, Mali, West Africa.

- Lived in small rural village and worked in village community clinic and health center
- Helped community to start and complete projects, connecting them to community, government, and international resources
- Solicited funding opportunities for community projects, composed grant proposals and developed budgets for awarded funding

Education

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Bachelor of Arts, General Studies, 2008

Western Washington University, Bellingham, Washington

References

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Kellie Bjerkaker, Community Services Office Administrator, Everett CSO. 425-339-4716

Anji Jorstad, Behavioral Health Supervisor, Snohomish County Human Services. 425-388-7211

Debbi Trosvig, Housing & Community Services Supervisor, Snohomish County Human Services. 425-388-7116

# Holly Shelton

3557 84<sup>th</sup> Ave NE, Marysville | 425-953-7767 | Hollyshelton84@gmail.com

## References

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Anji Jorstad, Behavioral Health Supervisor, Snohomish County Human Services. 425-388-7211

Debbi Trosvig, Housing & Community Services Supervisor, Snohomish County Human Services.  
425-388-7116