

# Tawny L. Hammond

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## Summary of Qualifications

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- More than 30 years of leadership experience with an emphasis on best practices and organizational excellence
- Award-winning leader with expertise in building, motivating and managing diverse teams
- Skilled at creating strategies for team development, creating alliances and partnerships in achieving goals
- Entrepreneurial ethic with extensive experience in marketing and communication
- Visionary with experience in revitalizing and launching programs
- Proven track record of engaging public and private leaders in solutions and garnering community support
- Developed relationships with media representatives resulting in positive coverage and exposure

## Professional Experience

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### Director of National Leadership Advancement

September 2019 to present

### Best Friends Animal Society

Traverse City, Michigan

Oversight of leadership advancement and development initiatives for the only national organization dedicated to ending the killing of pets in animal shelters by 2025.

- A focus on strengthening existing leader's skill sets for the goal of ending the killing of shelter pets in their communities
- Develop and oversight of a first ever leadership certification program for top level executive leadership in animal services
- An additional focus on developing programs to assist seasoned leadership from other fields and disciplines interested in making the transition into animal welfare and services leadership
- Represent Best Friends Animal Society at conferences and special events
- Facilitate leadership training and consultation for animal services organizations and individual professional development

### Midwest Regional Director

June 2017 to September 2019

### Best Friends Animal Society

Traverse City, Michigan

Facilitate organizational changes for animal services organizations in the Midwest states with the goal of ending the killing of pets in animal shelters by 2025

- Work closely with animal welfare professionals, volunteers and non-profits to encourage coalitions, alliances, collaborative efforts and substantive strategic changes that increase live outcomes for homeless pets in individual communities, regions and states.
- Present at conferences and training opportunities on animal welfare and public service best practices
- Conduct assessments and design strategic improvement plans for animal services operations
- Offer specialized and targeted plans for integrating animal control and animal sheltering efforts in municipal organizations

**Animal Services Director**  
June 2015 to June 2017

**City of Austin**  
Austin, Texas

Direction and oversight of Animal Services for a population of 1.2 million residents and a 900 square mile geographic region with an annual intake of 18,000 animals

- Lead the nation's largest No Kill community in following and establishing best practices in animal services
- Increased the live outcome from 92 percent to 98 percent in 15 months
- Oversaw all areas of animal protection and animal sheltering services for the City of Austin and Travis County
- Interfaced with City of Austin and Travis County department directors, elected and appointed officials, advisory commission, friends of organization, 150 non-profits and rescues
- Presented at national conferences and consult with jurisdictions around the nation helping them institute lifesaving changes in municipal animal services
- Maintained professional excellence standards for 130 employee workforce and 13 million dollar operating budget
- Fiscal oversight of grants and donations funds – 1.5 million dollars
- Served as the emergency point of contact for coastal evacuation and regional emergencies
- Supervised a 5 million dollar kennel expansion and quality of life amenities project
- Launched the first ever strategic planning and policy creation for Austin Animal Services

**Animal Shelter Director**  
October 2012 to June 2015

**Fairfax County Police Department**  
Fairfax, Virginia

Oversaw the operations and personnel management of a municipal animal shelter serving a population of 1.2 million residents in a 400 square mile jurisdiction with an annual intake between 4,000 and 5,000 animals

- Led Fairfax County to becoming one of the largest jurisdictions in the United States with a live outcome rate above 90 percent (96 percent in 2014)
- Implemented new programs including shelter dog play groups, humane education, low income spay and neuter services and expanded the trap-neuter-return program
- Served as the chair of the National Capital Region Animal Shelter Collaborative
- Graduate of the International Association of Chiefs of Police Center for Police Leadership and Training - Leadership in Police Organizations
- Removed breed related adoption restrictions
- Launched social media program reaching a quarter million people weekly
- Responsible for fiscal oversight, compliance with state and county regulations and implementation of strategic initiatives
- Managed county fiscal allocations, donation funds, and grants
- Facilitated collaborative relationship with an appointed animal services advisory commission.
- Worked closely with the Friends of the Fairfax County Animal Shelter, helping double revenue in just one year
- Oversaw a \$16 million renovation and reconstruction of the animal shelter
- Directed strategic planning process for Animal Services Division
- Worked collaboratively with the Animal Control Commander on a daily basis
- Oversaw the county Wildlife Management Program doing groundwork for humane population control
- Dogs Playing for Life, Board of Directors

**Park Manager, Frying Pan Farm Park**  
January 2009 – October 2012

**Fairfax County Park Authority**  
Herndon, Virginia

Led planning and overall management of farm park in a National Historic District outside of Washington D.C. 130 acres comprised of a depression era working farm, equestrian facilities, visitor center, rental facilities, country store, historic structures and sites, agrarian museum, trails and picnic pavilion

- Supervised care and management of over 200 animals at a working farm
- Doubled annual revenue with minimal additional expenses
- Launched new comprehensive equestrian program for children and adults
- Supervised construction of 5 million-dollar equestrian facilities, fee change strategies and equestrian facility management
- Facilitated friends group improvements resulting in new members & diversified revenue
- Developed relationships with the business community creating financial support
- Planned and implemented first ever unique spring and summer camp programs

**Park Manager, Lake Accotink Park**  
February 1997 – January 2009

**Fairfax County Park Authority**  
Springfield, Virginia

Managed operations of a 500-acre lakefront park in a diverse urban community in northern Virginia.

- Launched pet related programs and events promoting responsible pet ownership
- Worked collaboratively with the Fairfax County Animal Shelter to develop dog obedience lessons for adopting families
- Consulted with the Humane Society of the United States on wildlife protection
- Doubled annual revenue without an increase in expenses
- Increased park attendance from 396,000 visitors to more than 600,000 in 2009
- Supervised over 18 million dollars of capital improvement projects
- Forged partnerships with civic groups, schools, police, libraries and other county agencies in service and program delivery
- Initiated program offerings to include summer camps, classes and seasonal events
- Planned and orchestrated the agency's largest special event with total four-day attendance exceeding 30,000 people

**Executive Intern, Office of the County Executive**  
October 2002 – April 2003

**Fairfax County**  
Fairfax, Virginia

Responsible for initiating and developing specific programs during six-month assignment working with county agency staff. Conducted research, prepared issue papers, developed and presented recommendations to county leadership

- Member of cross-functional project team recommending development options for a 2,400-acre parcel of land formerly used for the District of Columbia Correctional Facilities
- Facilitated and participated in the Fairfax County strategic planning process
- Member of "Strengthening Neighborhoods and Building Community" charter team working to improve communities by building cross-county partnerships

**Operations Manager, Wakefield Recreation Center**  
August 1994 - February 1997

**Fairfax County Park Authority**  
Annandale, Virginia

- Directed operations of 230-acre park encompassing 73,000 square-foot recreation facility, Olympic-sized natatorium, gymnasium, tennis and racquetball courts, sports fields, trails, pre-school, senior center and fitness center

<b>Park Manager, Wakefield Recreation Center</b>	(August 1993 - July 1994)
<b>Assistant Manager, Wakefield Recreation Center</b>	(September 1991 - July 1993)
<b>Assistant Manager, South Run Recreation Center</b>	(December 1989 - August 1991)
<b>Natatorium Manager, Spring Hill Recreation Center</b>	(October 1989 - Nov. 1989)

<b>Program Supervisor</b>	<b>Oak Park YMCA</b>
August 1989 - October 1989	Oak Park, Illinois
<ul style="list-style-type: none"> <li>Developed a comprehensive recreation and education program for school-aged children in three local communities</li> </ul>	

<b>Manager of Revenue Facilities</b>	<b>Village of Oak Park</b>
May 1987 - May 1989	Oak Park, Illinois
<ul style="list-style-type: none"> <li>Managed operations and promotions of recreation facilities in suburban Chicago including two outdoor swimming pools, ball fields, indoor ice rink and soccer arena. Generated a 32% net increase in revenues</li> </ul>	

<b>Owner</b>	<b>Hammond Services</b>
October 1984 - May 1987	Oak Park, Illinois
<ul style="list-style-type: none"> <li>Established and operated a commercial property management company. Managed rent collections, leasing, maintenance, and renovations</li> </ul>	

### Community Leadership

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Board of Directors, Spirit Open Equestrian	October 2012 to June 2014
President, Springfield Civic Association	May 2001 to May 2011
<ul style="list-style-type: none"> <li>Provided leadership to an urban community undergoing rapid change and challenges.</li> </ul>	

### Education

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<b>Western Illinois University - Macomb, Illinois</b>	1980 – 1984
<b>Bachelor of Arts in Communication</b>	
Academic emphasis on Public Relations, Journalism and Psychology	
<b>Graduate of the International Association of Chiefs of Police Center for Police Leadership and Training - Leadership in Police Organizations</b>	2014
<b>Achieve Global</b>	2001
Leadership for Results Certification	
<b>Advanced Effective Facilitation</b>	2001

### Recognition

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- 2014 Metropolitan Washington Council of Governments Leadership Award
- 2014 Compassion Award from the Federation of Virginia Humane Societies
- 2009 Supervisor of the Year – Fairfax County Park Authority
- 2008 Volunteer Fairfax - Lee District Community Champion
- 2007 Citizen of the Year from the Greater Springfield Chamber of Commerce
- 2005 Public Service Award from the Greater Springfield Chamber of Commerce
- 2005 Community Service Leadership Award from American Legion Post 176
- 2004 Public Service Award from the Fairfax County Braddock District Supervisor

- 2004 Community Service Award from the Springfield Inter-Service Club Council
- 2002 A. Heath Onthank Award for Outstanding Performance from the Fairfax County Board of Supervisors - the highest award and honor from the county awarded to a select few