



## CITY MANAGER'S OFFICE

March 7, 2019

Re: Letter of Reference

This is to provide a letter of reference for Tawny Hammond and offer specific professional qualities based on my direct experience in recruiting, hiring and working with her while with the City of Austin, Texas.

By way of context, I had the pleasure of recruiting and hiring Tawny for the Chief Animal Services Officer position with the City Austin, while I served as Assistant City Manager over Community Services. Our goal was to hire the best of the best and all roads led us to aggressively recruit Tawny for this extremely critical position in our organization.

First and foremost, Tawny is an outstanding individual, a deeply passionate professional, who regularly exhibits empathy, compassion and a genuine individual who truly cares! During our site visit as part of our recruitment, I saw this immediately and heard a resounding similar sentiment from all the employees, elected officials, board representatives, community members and colleagues we interviewed during this trip.

During her tenure, she was charged with continuing our City's goal to be the largest city in the country with a No Kill policy and continue existing efforts and partnerships, but also assure we would have a sustainable and successful program. Not only did she do that, she far exceeded our expectations in many ways! As a seasoned professional with a servant's heart, I always enjoyed her collaborative spirit, can do approach, ability to look for wins in tough circumstances and just as importantly, an extremely loyal and solid all-around professional! I can honestly say, we recruited for and got the best of the best and it was an honor to work with her in Austin!

Here are some additional considerations.

- Successfully managed a \$13 million dollar budget, 130 employees in a very progressive community with strong community values around animal care representing a population of over 1.2 million.
- Significantly increased our save rate of 98% even though we had to deal with numerous emergencies and navigated complex personnel issues.
- Had an extremely effective relationship with our Animal Advisory Board and Austin's multitude of non-profits and partners.
- Always maintained a high level of integrity, transparency and credibility with our very aggressive news media.

- Maintained and even solidified, a great relationship with Austin Pets Alive (APA), which had previously been contentious, by having consistent and effective communication, working through tough issues like increasing save rates, and developing strong trust and problem solving.
- Provided very effective regular Council Member briefings on key and controversial topics and always maintained a respectful relationship.

In summary, Tawny did an outstanding job for us and left her mark in Austin. She is a solid professional who cares about our best friends and animals, but has a heart and attitude to serve her community. I would highly recommend her and know she will be a positive force in all her future professional and personal endeavors!

Respectfully,



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