

August 12, 2019

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To Whom It May Concern:

This letter is to provide an unqualified recommendation for a superior communications professional, Ms. Nicole Allen. Last December, I retired from the City of Lancaster after nearly 24 years, the last eleven of those years as City Manager. During that time, I had the pleasure of working with Nicole Allen daily as part of our Administrative leadership team.

Hired as the City's first Communications Specialist, Nicole set an example early on for what it means to be an outward-focused employee. She always gets the job done and does it well, demonstrating poise, honesty, and thoughtfulness all the while. Her commitment to service excellence quickly earned her the respect and trust of staff at all levels of the organization as well as community stakeholders and City partners. Most importantly, she became an invaluable resource to the most progressive Mayor and City Council Lancaster has ever known, shaping the voice of our municipal vision. Her stellar performance resulted in her being promoted to Management Analyst, and ultimately appointed to manage the City's Strategic Communications Division in early 2018.

Our City organization persevered through the Recession by creating new opportunities to ensure we were able to continue to thrive as a community. To gain and maintain support for our endeavors, we had to tell the City's story, share its vision, and paint its future into the minds and hearts of citizens and prospective businesses. Elected officials and executive leadership as the "faces" of the organization have been the ones to present to the public, media, and private industry. However, it has been Nicole's primary role to craft the messages and ensure they have the most significant impact on whichever audience is before us. Her work has creatively depicted our journey as a "city of firsts," a "bold, yes we can" municipality, and most notably, the "alternative energy capital of the world." Impressively, each diverse presenter has been able to maintain the authenticity of their message due to Nicole's uncanny ability to become the person for whom she is writing.

In addition to leading the City's daily mass communication efforts via all media platforms, Nicole has served as an exemplary liaison beyond our community, accompanying myself and the Mayor for speaking engagements, conferences, and delegations – regionally, nationally and internationally, including on multiple delegations to China. Regardless of where, the moment we arrive, she is ready to work and accomplish the goals of our trip. She commands cooperation and buy-in in the most unassuming of ways, often praised for her distinct character, intelligence, wit, resourcefulness, and kindness.

Simply put, Nicole is someone who "gets it" ... whatever it is. She knows how to be what the organization needs at any given time. She is a driven employee, passionate writer, compassionate leader, and genuine person through and through. Any organization would be blessed to have her on board. I highly recommend Nicole Allen as an asset to any team, as well as a dependable and self-motivated individual contributor.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mark V. Bozigian', with a stylized flourish at the end.

Mark V. Bozigian

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