



R. Rex Parris	Mayor
Marvin E. Crist	Vice Mayor
Ken Mann	Council Member
Angela Underwood-Jacobs	Council Member
Raj Malhi	Council Member
Jason Caudle	City Manager

September 6, 2019

To Whom It May Concern:

Nicole Allen has been an exemplary employee with the City of Lancaster for more than 13 years, four of which have been under my direction as the Director of Administrative & Community Services. I oversee several City divisions, including Communications – for which Nicole manages a team consisting of two Communications Specialists, two Social Media Specialists, and one Communications Assistant. Based on the time I've worked with Nicole, I highly recommend her for any position to which she desires to apply her heart and mind. She not only consistently meets and exceeds the demands of her integral role within the organization, but also takes on impromptu projects as needed with the utmost professionalism, and in a work climate that is extremely unpredictable, politically charged, and very stressful.

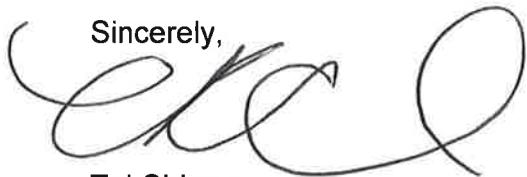
Nicole is exceptional with workflow management and internal/external engagement. Possessing an outstanding multi-tasking ability, she manages many projects concurrently, allocating appropriate time and resources for each while maintaining a high level of performance. She thoroughly reviews assignments, examines alternative approaches, and makes decisions based on consideration of all related issues, relying heavily on not only her knowledge and authority but also her keen intuitive skills and sound reasoning. Handling tight deadlines well without compromising the highest standards of work, Nicole is very much results-oriented, working until all tasks are complete. She remains highly efficient throughout the workday, prioritizing tasks, thoughtfully delegating, and dealing with emergencies promptly – and with a pleasant attitude.

When it comes to customer engagement, Nicole excels at facilitating productive interaction, both internally and externally. She treats staff, citizens, media, and members of other agencies with the utmost respect, care, and sense of urgency, which has resulted in many positive professional relationships that lend to her team's reach and ability to accomplish much with minimal executive involvement. Nicole's talent for effectively connecting with all levels of staff and representation, from maintenance workers to the City Council, makes her the "go-to" person for City Administration, the Mayor, and all municipal communication needs.

As a supervisor, Nicole possesses great leadership skills, which continue to improve as she strives to increase her team's productivity. She is intentional with project assignments and uses specific and deliberate exercises to strengthen the team further. Her success is in part due to her winning attitude and way of viewing challenges differently. She has an innate ability to remain calm under pressure, which is most valuable when making decisions in complex situations and benefits the steady productivity of her team. Her implementation of a broad range of activities to increase the team's ability to handle challenging projects as well as her team approach that develops the unique talents each employee holds are notable.

In closing, Nicole has done an excellent job of taking on the responsibilities of the Strategic Communications & Marketing Manager (a vital role created based on organizational needs, but lacking resources for a new position) for more than a year and a half, while also successfully fulfilling the job of Communications Management Analyst. She is particular in ensuring her work is of high quality and represents her, the ACS Department, and the City in a positive light. A committed team member and consummate professional, Nicole can be depended upon for all things at all times. Everything she has done to help us succeed as a team and an organization is valued, and I recommend her without reservation for her dedication, hard work, talents, and contagious energy.

Sincerely,



Toi Chisom

Director, Administrative & Community Services  
City of Lancaster, CA  
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