

Community Feedback

Tom Crawford

Strengths/positive qualities:23 responses

- Quiet calm demeanor and has good intentions and experience in finance and budgets - but the vision statement and answers to questions were superficial—platitudes even—or such generalized statements they didn't answer questions with much specificity or depth and provided almost no info about strengths
- Tom knows the community yet is not willing to remain static. He wants change and has attacked that through personal and professional means.
- Familiarity with Ann Arbor and the process
- One of Tom Crawford's strengths is that he is steady and works hard to bring people together. It may just be the buzz, but it certainly seems like the City Council is very divisive and there isn't much information shared about how they are trying to work together. Several of his answers showed how he would be the best at helping them come together. I also think it is a plus that he has lived here so long and understands the history of Ann Arbor. He is the type that would help us learn from our mistakes and help us grow our successes.
- Experience
- Financial, well organized, experience with Ann Arbor government
- A proven leader and a level headed strategist who knows the city extremely well. Capable of steering us through the current storm as well as moving the city forward into the future. Reliable, trustworthy and brilliant.
- Depth of knowledge about the city; can hit the ground running.
- Internal candidate so he has the best understanding of the organization and dynamics. Seems to understand issues related to working with city council.
- Knowledge of the A2 community and internal city operations/issues with Strong knowledge/skills in managing the finance department. Effective communications and interpersonal skills
- Internal A2 City business knowledge and established respected relationships. Knowledge of the A2 community and internal city operations/issues with Strong knowledge/skills in managing the finance department. Effective communications and interpersonal skills
- Tom is a straight shooter, and has extensive knowledge of how the City functions. From all reports, he treats everybody fairly, and does not play favorites.
- 15-year CFO veteran and successful interim City Administrator three times.
- Far and away the most qualified and knowledgeable. His depth and breadth of perspective stood out from the others. He roots in Ann Arbor are important because he

seems to “get us.” He’s also got experience working with a highly politicized Council, which is not an easy task.

- His statements about racial inquiry were very good. He showed that he (and other whites) don’t fully understand the issues but he’s willing and very interested in addressing them. I was very impressed that he was working on this BEFORE George Floyd and the national awareness.
- Knowledge of city.
- Tom Crawford's superlative financial skills, his institutional knowledge, and his ties to Ann Arbor are his strongest qualities. He clearly understands the duties of the job as laid out in the charter. He understands that it will be his obligation to carry out the policies set by City Council not to create them. He definitely has the skills to meet our budgetary challenges, to be a team builder and to facilitate actions that will allow the City to continue to be a great City. We have evidence of his transparency, his ability to be a data-driven decision maker, and his ability to work with Council to face the biggest problems the City faces. His tenure here in Ann Arbor supports his devotion to public service. He has demonstrated his abilities to deal with all aspects of the job as he has served admirably as interim City administrator three times. In these challenging times, perhaps the preeminent quality he would bring to the job is the very high level of public trust that he has already earned in the community.
- Financial experience. Knowledge of the City. Pleasant public demeanor.
- Knowledge of all aspects of Ann Arbor city administration. Knows and is known by key stakeholders and entities the city works and collaborates with. No learning curve. Has demonstrated that he can step up to this job multiple times. Is very thoughtful about what the city is facing in these trying times and bringing everyone to the table that can help.
- Knows the city well. Good financial understanding.
- Tom knows the community and can connect with many community leaders effectively. He is open to listening to different voices and working outside the box toward a common goal. Tom discussed his vision on several topics and articulated his thoughts not only for the near future but also for the long term.
- Having followed council closely for years, I believe his experience and trust among existing councilpersons & city residents is excellent

Areas of concern:23 responses

- None
- Lack of leadership or skills dealing with a divided council or bridging council views with staff recommendations and community needs; skills may be good as an upper level manager but not as head of the executive order administrative branch. Came across as unwilling to take the lead on anything. Not really differentiating between the role and function of City Council and the role of City Administrator and administrative staff. Answers seemed to be either vague and “safe,” or due to lack of skills and

understanding of what the job really is. Being an Interim usually is a period when the person holds the status quo for when someone comes in to do the job. It isn't the same as actually doing the job. His answer about what needs to be done to help encourage housing seemed to blame staff processes without identifying any that are a factor, and ignored council's decisions affecting housing developments.

- Having seen the pettiness he may hesitate to be bold.
- Not a great communicator. Didn't seem comfortable with public speaking. No experience or education directly related to the position. Would hate to lose his financial expertise as CFO
- Lack of experience in a City Manager role other than on an interim basis is a key concern.
- Didn't really offer a vision for Ann Arbor. Probably is fine with day to day operations, but shouldn't the city be looking for more?
- Nothing jumped out as a major concern
- Can he think outside the box
- Tom's experience with the city is such that he may not bring very many new ideas to the table as compared to other candidates.
- Creativity, innovative, ability to bring the public on board city initiatives: we're going to need to make big changes and big changes require big support.
- Without the benefit seeing his CV, I don't know if he has prior experience at the level of city administrator. He seems to be a financial guy. In my experience finance professionals often don't see the big picture which is critical in this position. But I didn't have enough time to fully assess this.
- Lack of experience, and demonstrated self-confidence to effectively and productively manage needed citywide change, when faced with opposition, such as: 1. pulling together City departments that operate in silos of their expertise and comfortable processes and 2. Insufficient knowledge of the important of Human Resources function, skills assessment need to obtain highly skilled HR Director, and insufficient expertise to help the new HR Director achieve needed internal changes.
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- I have no areas of concern.
- Could the whole Council get behind him. I also think he is likely to leave if he doesn't get the job. I thought it was highly inappropriate and insensitive for a Council member to say "we have him already, why give him the new job." I'm not sure how he or City Hall staff listen to that kind of attitude and maintain positive feelings and motivation to contribute. He could improve his public speaking, but I assume that comes with more experience, and let's face it, it's not at all a prerequisite for the job e.g. look at our president.

- He talked about so many issues; does the city staff really have the resources it needs to address them? I was overwhelmed by the mention of the 4 concurrent crisis and believe we need to find a way to invest in the city staff although that will sound counter intuitive.
- Outside perspective would be helpful to city. Lack of demonstrated communication skills.
- Tom has been an outstanding CFO, but he will have to broaden his knowledge in areas of some of the City departments that he will have to oversee. While he is certainly competent and will learn these finer points quickly, in the beginning he may be more trusting of what he is told by influencers than he should be.
- Would be helpful to have someone outside the organization take a look at whole organization. Not a compelling communicator.
- The opposite of the strengths of experience and knowledge of the Ann Arbor City Administration. Tom does not have broad experience in city management by working in other communities. Ann Arbor citizens and political leadership needs to be challenged by different perspectives on how other communities have approached problems and a city manager who has experienced success and failure elsewhere.
- Does not seem like a dynamic leader. The current council doesn't seem to want strong executive with vision.
- Due to his strong financial background there may be some areas of the community where Tom will need the strong support of city staff members to assist in some matters.

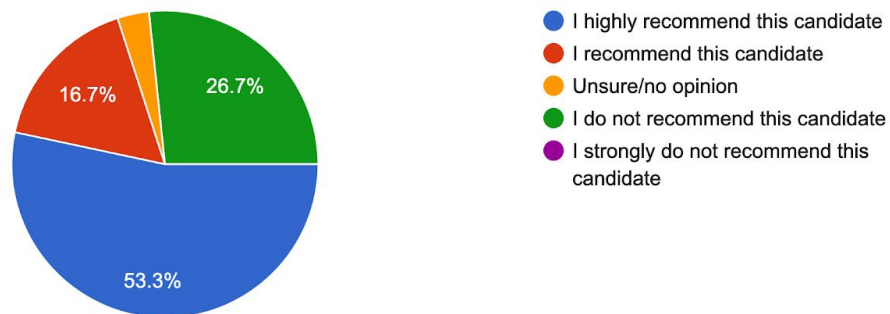
Additional comments:13 responses

- Compared to the other two candidates, the lack of experience and the absence of detail in answers—either to demonstrate relevant things he's done or to lay out plans and leadership style for the future. I would expect the city to stagnate, or for managers and staff to have to become the leadership—and hope Mr Crawford would back them. He did not answer how he would encourage and then support staff if they took on leadership roles on projects. He only talked in general terms about the concept of supporting staff generally.
- I think Tom is a great guy, but he's the best candidate for leadership of this magnitude.
- The presentation and question/answer session helped flesh out more of his plan which was helpful.
- Tom would be an excellent choice and would certainly put the city in excellent hands. Tom Crawford in addition to having worked with many areas of the city, has shown his personal ability to lead them such as when he acted as the IT department director during the transitional period to Tom Shewchuk. Crawford has lived and breathed this community, has children at Bach within the public school system and knows our values. It is hard to see how there is really a choice when Tom is one of the candidates in the running.
- My favorite idea, the part that I hadn't foreseen, was the idea that COVID has caused some of our businesses to fail but opens an opportunity for the city to support entrepreneurs of color

- He didn't knock my socks off
- I think Tom has the interest in promoting needed overall city changes outside his financial expertise, just not the knowledge needed to do so as productively as someone with that experience.
- With a recession looming, Tom Crawford has the experience this City needs. He's been the City's CFO through many tough years, and many good years, giving him unparalleled experience. There is nobody better suited to become the next City Administrator.
- The salary is high but for what this job looks like it entails, I don't think the role is paid enough; regardless of who gets the job.
- As internal candidate, was not as prepared as he could have been.
- Councilmembers have embarrassed themselves at public hearings with odd statements in support of this candidate, if the news coverage is accurate.
- This process has been disappointing as it's clear it was a sham and the current council had their guy in mind from the beginning. That was unfair to the other candidates to had to put themselves out there in such a public way.
- Tom has shown that he is very approachable and easy to talk to, but not a push over by any means. His easy nature but strong stance on matters are both well-respected qualities.

For the role of City Administrator:

30 responses



Cara Pavlicek

Strengths/positive qualities:23 responses

- Has a lot of experience in a municipal manager/administrator role. Understands the different relationships She would have and have to manage between city council and staff, ad well as the community. Ready to engage with the community. Ready and willing to bring best recommendations to Council and work on being persuasive, and not be worried about Council reaction.
- Lots of experience and an eye toward economic development.
- Very comfortable with public speaking. Thinks quickly on her feet. Love her analogy of city administrator as conductor of an orchestra. Seems like a real team builder and supporter of her staff. Leadership experience. Fresh ideas and new perspective.
- The right experience, skill set, and personality all lead to her being the best candidate.
- Very friendly demeanor. Pleasant and confident.
- Her presentation had good energy. It felt more like a conversation.
- Seemed articulate
- Well organized, experience with the management of diverse assortment of village, town, and city governments.
- A good fit with her professional background and educational background. Has a data driven mindset which will help drive the city forward. Represents a more diverse option than other candidates. Seems very invested in our values and appears to have studied the specifics like our drive toward equity and carbon neutrality.
- Great communication skills, has worked in diverse capacities in more than one city
- This position seems like the next step up for her in having a similar title but managing a larger city.
- Strong knowledge and experience in leading multiple City departments especially in area of A2 City change management needs including: pulling together individual departments to work as a team, knowledge and experience in HR functions and skill sets recruitment needs to hire the best HR Director and help the new director implement needed programs. Cara has strong communications and interpersonal skills [very approachable] so I think she will build trust right way with staff and community at large. I particularly liked her thinking to regularly survey employees to test the internal climate as a basis of HR strategies. She also possesses education in Diversity and experience implementing related programs and conveys strong support for the value different voices bring to an organization and community.
- Strong knowledge experience in leading multiple City departments and change management skills to take departments from operating in silos of expertise to managing also as a team to reach overall City goals. Demonstrates strong self-confidence, Communications and interpersonal skills that will elicit employee and community trust in her ability to bring about needed change. She is the only candidate with Diversity education and experience in building a citywide program for a diverse workforce. She

also has expertise in Human Resource management and skill sets needed to recruit a strong HR Director and help implement needed HR programs that benefit employees.

- Articulate and approachable
- Good speaker, positive attitude and approach. Certainly made efforts to understand the situation in Ann Arbor and directly address it.
- She did her homework and presented well.
- Best presentation and interview. Length of experience.
- Although Cara Pavlicek has not served as City Administrator in a city like Ann Arbor, she does have experience with the powers and duties granted to a City Administrator. It appears that she understands what might be expected of her and is comfortable using the terminology needed to address the challenges she might face. Her responses to the questions she was asked were open and telegraphed both diplomacy and a sense of transparency. I believe she would do her best to carry out the policies set by the City. Her strengths are her demeanor and how approachable she seems.
- Experience. Professional demeanor. Well prepared in presentation and carefully answered questions. Did best of all candidates in presentation. Did her research.
- Wide range of experiences in city management with a proven record of success.
- Cara was very good at communicating her points and experience. She has several experiences that are on point for working in Ann Arbor.

Areas of concern:21 responses

- When asked about improving staff morale, missed the issue of morale maybe being due to actions and comments from council as opposed to workplace factors Such as pay and advancement opportunities under the administrator's control.
- She may not fully understand a more urban as opposed to suburban environment.
- Will take awhile to learn the ropes in a new place.
- Seems to have had a variety of experiences but wonder what she could really do for the city.
- Seeing all sides of an argument
- She openly acknowledges the learning curve of entering from the outside. Would probably not be able to hit the ground running. A lot of her responses sounded good, but very vague on details.
- Do her values align with AA on issues of supporting organized labor? Would her experiences with economic development translate here?
- She says she "likes being a bureaucrat". I would ideally want someone who is more of a positive change agent rather than just keeping the trains running in time, although effective management skills is very important.
- None
- none
- During an unprecedented pandemic the city needs a strong financial leader who is familiar with the city and its people, not someone who has a steep learning curve in a new state with no familiarity with local and state laws and finances.

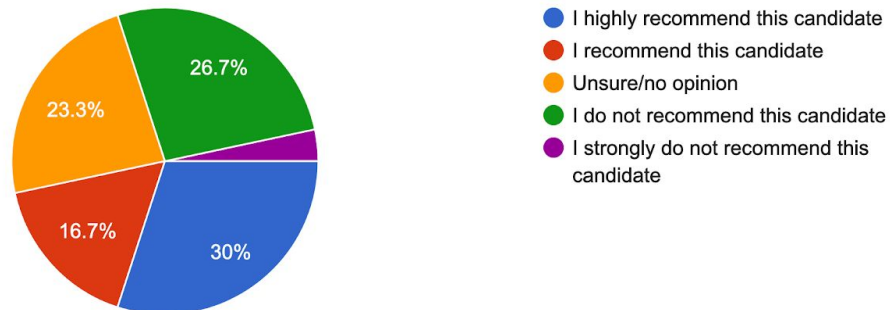
- This role just seems like it's so much more complex than what she's experienced, and I question whether she's ready for it.
- She has a lot to learn about our community. What really makes us who we are and so unique.
- Not entirely clear why she would want to come to Ann Arbor.
- One area of concern is that she has had some difficulties in her past positions. Putting that aside, Cara does not come to Ann Arbor with any institutional knowledge of Ann Arbor or experience with Michigan enabling legislation. Her experience comes from towns half the size of Ann Arbor that are no way equivalent to the culture of Ann Arbor. This is an important drawback, especially at this time of COVID-19 and its challenges but also at a time when council will have 5 new members.
- Whether this decision is just political or the Council is seriously looking at the needs of the organization. Whether Council would actually treat a woman leader respectfully.
- None.
- Has not worked in a college town or in a community as large as Ann Arbor. Some points of her vision of the future for Ann Arbor may conflict with the community's vision for the future of Ann Arbor.
- Getting up to speed on all of Ann Arbor's issues will take too long.

Additional comments:7 responses

- She would be candid with Council but understands the administrator's role relative to Council. She appreciates supports the work of staff. Seems to have a personal commitment—not just a convenient commitment—to diversity and inclusion.
- After several white male administrators, it would be great for the progressive city of Ann Arbor to hire a qualified female leader. I wouldn't say hire her because she's a woman, but because she is a very strong candidate and that she is a woman is just a bonus!
- The City Council is likely not comfortable with the idea of a woman City Administration.
- Serious question whether the Council is seriously considering the external candidates or women candidates.
- Cara appears to be a dynamic and thoughtful leader. She would bring a new dynamic to the city manager concept for A2 in that she would be a leader and bring solutions to the table and not just a facilitator of council direction and wishes as the last two incumbents were.

For the role of City Administrator:

30 responses



Staff Feedback

Tom Crawford

Strengths/positive qualities:42 responses

- experience working in Ann Arbor, experience working with AA Council, obvious support of council at the moment
- financial background is strong
- knows the city
- internal knowledge
- The depth and breadth of Tom's experience is an important strength. He has proven time and again in this interim role that he can lead without interruption. The value he places on the expertise and hard work staff bring to this organization is also important.
- seems dedicated and empathic
- Has historical and internal knowledge of City organization, staff and policies. Clearly is concerned and interested in the City and staff.
- Very clear, concise answers; broad knowledge of the organization and players
- experience and familiarity
- Cares about City. Involves staff. Communicates with the broader staff in an effective manner that is honest and sharing.
- Strong Financial background
- He has been here and knows the culture

- Knowledgeable about the Ann Arbor community and time spent as interim administrator
- Mr. Crawford is a nice person and kind.
- He is a very nice person. He is personable. He did communicate well during the pandemic and does have leadership skills.
- Great financial background
- Mr. Crawford is very devoted to the City and clearly wants to see it succeed. His power point was well thought out but not very inspiring. He is not a natural communicator, but his all employee emails have been helpful during the pandemic. His discussion of leadership style was very general and did not give specifics of what he did to lead his office. He had some good points in his discussing of equity issues. For example, tying even such a basic service as street trees into the analysis. He also recognized that he will have to look at the City from a different lens than just managing risks.
- Experienced in the role as interim, knows the City of Ann Arbor best being an internal candidate.
- - Knows the community - Has relationships with Council - Understands how the finances of the City work
- Tom seemed to answer questions honestly and genuinely. When he did not have an answer to a questions - he said so! I appreciate that (which is hard to do in an interview. Tom also obviously has relevant experience being the interim city administrator. Tom has institutional knowledge and a real understanding of what the job entails. The learning time will be short.
- Mr. Crawford is calm and level headed and has shown to be a good leader in time of crisis.
- institutional knowledge of organization, calm demeanor, has proved himself in real life several times as interim manager. Knows strengths and weaknesses of organization.
- Institutional knowledge, already successful (IMO) at the position, excellent communication skills, leads with integrity, approachable, financial acumen
- Outstanding performance for the city in the past decade
- Someone who knows Ann Arbor well having worked here for a number of years. Has the trust and credibility of City Staff and can also work with multiple different councils throughout his time here. His leadership throughout the pandemic has been fantastic. He has more than earned the opportunity to lead this organization.
- Proven CFO and Executive level experience with the city. Won't need one to two years to learn organization or people, most especially during pandemic complicating and expanding such a learning curve
- Very knowledgeable in City of Ann Arbors practices, needs, history, finances, city council challenges, lives in the city so he's a stakeholder, and cares about employees well being. During covid has been very honest, forthcoming, seems caring, and excellent communication during this difficult time. Covid has thrown lots of curveballs and challenges to the city and I commend Mr. Crawford for applying for the city administrator position which will be challenging when he could just stay in his CFO position and not have to otherwise deal with those challenges. Seems to really care about city of A2 employees.

- Tom has a good temperament with city council and with employees. Tom has demonstrated his ability to manage the city during our current pandemic. Tom has held this position as acting administrator before and it appears he did a good job because he was asked to step in when Howard left city employment. Tom has a vision for the city. Tom appears able to work with council and staff on different projects. Tom appears quiet and maybe timid on the outside but remember that quiet people are always thinking outside the box. Tom is a motivated person and pushes for answers. Tom is willing to let staff attempt to solve a problem.
- Has been with the City a long time and has a strong understanding of how everything work here.
- Tom Crawford is familiar with the City of Ann Arbor's operation and culture. He is fiscally aware and can maintain the City as it is. He recognizes some of the places the City can improve (the current silo-d structure). He also acknowledged that he currently does not operate within the City Manager Role (management style, etc.). We are fortunate to have Tom as our CFO.
- Mr. Crawford is very experience in the finance arena and has a good grasp of the City's financial position. He also seems to genuinely care about the City and City government.
- Has knowledge of the City. Interested in DEI and climate change and wants to train and embed within the City.
- My positives come only from the video interviews and presentation, in which Mr. Crawford came across as someone who is calm and maybe reassuring. I think he has shown a good ability, especially during the Covid-19 period, to work on managing the budget. But my interactions with Mr. Crawford have not led me to think he brings other strengths or positive qualities to the position.
- Mr. Crawford is extremely knowledgeable regarding City operations and culture as well as the community as he has been in a leadership position for many years. He understands what it will take to get the City back on track and is up for the challenge. Mr. Crawford also appreciates all staff regardless of gender, race, and position. He is ready to lead the City forward as a unit rather than a person of power.
- He has familiarity with the city
- Mr. Crawford is known quantity that will do a fine job. He is not the charismatic leader that Cara is. Cara seems to have more of a version and ability to motivate and lead.
- Cares about employees and works on getting the most out of employees. Will work to complete goals given. High concern for council goals.
- Mr. Crawford has been part of the upper level management group in the City for over a decade. He is clearly respected by the City Council given the posted survey feedback.
- I think Tom has done a fine job stepping in when he did as interim and leading us through months of unease and change. I have appreciated his communication and effort to keep staff in the loop. As a current employee I can appreciate the stability and competence that we have come to depend on from the finance department and I can only assume that Tom plays a key role in that so I would say that track record and internal knowledge of his skill set is valuable. He would be a safe choice and would hit the ground running.

- Very detailed and professional presentation. Has significant knowledge of the city and seemed to truly care about all aspects of the city. I like to fact that he wants to be agile, innovative, use metrics and move the city forward. Gave credit to other staff. He is very genuine and passionate, and seemed to care about all aspects of the city.
- good communicator, knowledge of city,
- Demonstrated a complete knowledge of the issues currently facing the community. Provided a specific plan to move forward, able to continue to move the City's current programs and plans forward. Understands not only what he wants to accomplish but, the reality of the trade offs that will need to be considered to make them happen. A clear and complete understanding of what it takes to be successful in this job. Broad understanding of how the organization as a whole operates and how it engages with this community. No learning curve, less chance for false starts and delays. Grasps the relationship with the UM and how to leverage that where possible. Very specific program for the next 90 days and details on both internal and external direction.

Areas of concern:40 responses

- none
- None
- no experience or examples of experience working as a leader
- all he knows is finance. weak on people skills, engagement, leadership
- he seemed to have notes prepared on answering some of the questions... he should have gone first. someone clearly provided him the questions.
- internal knowledge - I think we need fresh eyes given all of the turmoil in HR, COVID, and civil unrest
- In the interview answers, a lot of focus was given to the A2Zero Plan which is definitely a huge project for the City. It isn't the only project though and I would have liked to see more responses from an overall City perspective. Many of his answers were from a financial standpoint which makes perfect sense because that is his usual perspective. I think his skill set is best used as the CFO and he is excellent in that role.
- none
- performance surveys. In past some depts. scored high while others supervisors scored them low always. One dept had all non union employees get pay increases because they were below the 25% of position. This was due to performance surveys. This needs to be equitable throughout the organization or graded fairly.
- As an executive of this organization for over 15 years, I was disappointed that Tom placed a great deal of concentration surrounding the recent COVID pandemic. His inability to truly gage me and show his contribution, value and level of commitment as a current executive team member was disappointing (he seemed nervous and unsure) Not certain that he has the strength or long term vision to run the entire organization and engage community, staff and residents to the level that Ann Arbor needs at this time. His financial background is outstanding! But I do not believe that he can fully carry the entire organization on his shoulders at this time. His knowledge of the city and relationships

within the City seem solid. I question some of the handling of the COVID decisions and his inability to work closely with executive staff to energize them for input and direction on how best to move the City forward – missed opportunity to be the champion in moving all to make decisions that were of value to all employees NOT just a handful for their own personal selfish gain. There were missed opportunities to assist families and staff that we will most certainly pay for later. It is my belief that all current executives should feel a bit of shame re the handling of the HR Director and the continued unbalanced equity within this organization. Despite it being a known issue, it continues to be the same. Recent Council argument re leaving Tom in this position shows the favoritism and desire for council to continue to run the City instead of letting staff do their jobs. Why hire this position with current council as many are leaving – we should let the (5) new City Council Members fill this and the HR position.

- Tom spoke on diversity but in all the years he has been here there has been no real movement or change in that direction.
- He has always seemed to me to be a bit naïve, but I have seen him grow and learn the realities of government that strike a person who only has experience in the private sector as surprising. He seemed somewhat unsure of himself in the interview and I winced at his response to some of the questions that "I think I answered that already." Maybe he had, but I felt the response was somewhat arrogant.
- He did not demonstrate any accomplishments. Perhaps it could be a lack innovation skills or ideas to move the City forward.
- Lack of experience leading an organization into change and lack of employee engagement.
- The skill set for a city administrator/manager is much different than that of a CFO in that it needs a much broader understanding of people. Mr. Crawford has led a small finance department and had IT report to him. While this may be a safe choice, the City should not settle for this in this important position. The City should hire the person best qualified for the job as city manager.
- Unsure whether he can navigate the narrow paths between the staff and their needs versus the political pressures.
- - Finance people rarely translate well into general managers - Lack of any meaningful executive level experience
- I would really like to see the city progress forward. I am afraid that going with Tom will mean "status quo" I would like to see big changes in regard to the carbon neutrality plan, DEI and improved labor relations. There is a lot of changes due to COVID and before COVID that need to happen. I don't want to go "back to pre-COVID" times.
- There are no areas of concern.
- NONE - although I selfishly don't want to lose him as a Board Member
- I don't have concerns about Tom as administrator.
- None. He's served in this role three times, successfully.
- Because he's a numbers guy I'm worried about how he feels about privatizing to save money especially in lean times like we may experience with covid money challenges. Privatizing always looks good on paper but we know from experience it rarely works and

our city employees are really good at what they do, you get what you pay for and paying ppl less can bring sometimes less desirable ppl or dishonest ppl.

- Tom appeared weak in his responses to city council during his interview questions and didn't quite know how to respond to questions. I don't know if this is a bad thing or not. From my brief time knowing Tom as my immediate director in Finance, he has done a good job leading the finance team. That said, I don't think he is fully respected by the finance team because his appearance is soft spoken. I am not sure how Tom would be received by the entire city staff as the actual administrator and not a fill-in administrator.
- Might not be complete unbiased in some areas because he has been here a long time.
- I am unsure how Tom Crawford would push to make the City of Ann Arbor a better place to work, and Ann Arbor a better place to live. I would like to see a City Manager who can collaborate and work constructively with City Council, rather than a one-way relationship. It was not clear to me what actual actions Tom would take to improve DEI in the City and achieving the A2Zero Plan - to be a true champion of either of those initiatives. He identified key challenges but did not identify that they are all interrelated. Additionally, it was not inspiring to me how Tom would encourage creativity, retain talent, and renew trust in the organization. Tom is a great CFO, but the City needs a robust City Manager to inspire our staff, break down barriers between departments and between staff and council, encourage new ideas, champion challenging initiatives, and attract and value younger voices to let the City adapt, grow, and be sustainable in the future. I did not see these qualities in the interview.
- Mr. Crawford does not have any real experience managing a City other than being CFO and a couple short stints as Interim City Administrator (which is not the same). He does not have a background managing and leading a wide range of City departments.
- Has not done a lot of personal work on DEI or climate change.
- I have dealt with Mr. Crawford over several years on a variety of projects, and have concerns he does not have the skills or necessary understanding or overview of City functions necessary to handle or handle properly the responsibilities of City Administrator. I have encountered with him a lack of basic staff management skills, a disregard for necessary technology for his staff to do their job, and an unsettling disregard for well-known restrictions on enterprise funds. I also once encountered a surprising situation (for a CFO) when he questioned why the proposed, significant expenditure of City funds and staff time for a project needed to be supported with something like market research and data-based information to establish the project would be viable before it went forward and the expenses incurred. Also, statements during the recent Q and A session as to things he said he had done did not match what is actual role was, based on my experience. I also found his presentation, as well as his answers, to lack much in the way of details and not to have much substance other than things that were almost axiomatic in terms of describing what any city administrator or city manager in any city would do or be expected to do, and provided very little specific to Ann Arbor. I sensed no leadership skills.
- With any person coming into a new position there are areas that we are unsure of. With Mr. Crawford having been with the City for so long I have no areas of concern.

Especially with him having also stepped in as interim City Administrator on more than one occasion. He has done a superb job thus far since Mr. Lazarus departed. I would say my only concern is all members of council getting on board with the same decision to support Mr. Crawford.

- Not sure managerial skill is there; Gave very superficial answers
- Experience is pretty limited to finance.
- Whether we will move forward with community engagement on certain topics (e.g. master plan and change in zoning to enable more affordable housing) if certain council members don't want a robust engagement process (if that's the case, he won't push it).
- I actually wish Mr. Crawford had done better in the interviews and that he would be a clear choice. It could make everyone feel good. Instead, it is even less clear whether hiring Mr. Crawford makes sense at all, and it is awkward and even difficult to say this because he seems to be a very good person. My first concern is that the Finance Dept. has had a mixed reputation at times within the City. The dept. clearly have done good things with the budget etc, but it has some employees within the department in past that were not team players and even treated employees in other depts. poorly. This raises a question in my mind whether Mr. Crawford inspired professionalism in his dept. and how he would set behavioral expectations on a bigger scale. While I do not want to downplay the contributions that Mr. Crawford has made to the City, I cannot really understand that making him City Administrator would be good for the City in the long term given his lack of City Manager experience on a larger scale, even acknowledging his work as Interim City Administrator.
- I think the disadvantage is that Tom does not bring new perspective or someone who can make a fresh start and inspire the changes we want. And I do think his experience is too centered on being a finance director. I also think he is not as smooth in his presentation and articulation abilities as Cara. Unfortunately for Tom, being interim comes with some disappointment in how the HR cultural assessment process went and the delays to filling the hr director role which has been incredibly frustrating for staff who have been hoping (for the past 16 months) that this would be a priority. How the assessment wrapped up and only included hr staff comments and not a single other comment from anyone in the organization was disappointing. I think there is obvious understanding on the impact of the pandemic and the shift in priorities and Tom being in a difficult position. But overall, speaking for myself, my hope is that we could hire someone who comes in with a little more experience in city management and the tough position between council and a large staff force. While I won't ever work with the city administrator directly, I am looking to be inspired a bit more and to see actions follow the words we hear in relationship to what our priorities and values are as an organization.
- None.
- conservative, not a change agent
- The only concern is his desire to be complete and inclusive in his decision making, it is a minor concern but, Tom is dedicated to making sure everyone is well heard and involved in that process. Sometimes there is just not time to do that or the delay in determining a direction can create a small amount of frustration.

Additional comments:31 responses

- I would like to state that Mr. Crawford has done a fantastic job as the temporary City Administrator. He has kept employees up to date with everything, including all of the changes related to covid and how it affects our work/budget. He is an excellent communicator and I feel that he has everyone's best interests in mind when making decisions for both employees and the city as a whole. His statements feel genuine and knowledgeable. He always appears prepared. He constantly reminds and reaffirms the values of the City. I would highly recommend the City retain Mr. Crawford as the City Administrator.
- very poor interview
- i do not think he understands how to work within the framework of the Administrator's role
- he had an unfair advantage by being given questions ahead of time, this is an integrity issue for me and a big concern
- just a suggestion that the internal candidate should go first as to not taint the process (i.e. someone telling him the questions beforehand)
- He mentioned "quality of thought" during his latest Zoom interview. I think the time and consideration he gives to decision making is essential and that he's not making them on a whim. I have witnessed him weight the pros and cons of a situation then carefully take into account staff and community feedback to make the best decision. I think he will bring about the "alignment and clarity" he talked about that we need. He seems like a genuine human being that has a true investment and passion for serving the public.
- Tom has done a good job as CFO and I would like to see him continue in that role. I respect that he is applying for this job and I do not fault him for that. I think he has done a good job as the Interim City Administrator particularly under unprecedented circumstances, but I would like to see a candidate with a City Administrator's skill set and experience come into this role at the City.
- I don't think City Council will regret hiring Tom. They might with someone else.
- Tom is a leader that I'd follow.
- I think it's important to remember that an interview is such a contrived setting and that this position is so much more than doing well during an interrogation. I don't think he did a stunning job in the interview setting, but I've been very impressed with his actual job performance.
- Tom seems like a nice guy but this organization and the city employees are in need of change.
- I feel Tom is eager to please City Council members and other "heavy hitters" in the community more than work with and support the staff.
- I think Tom is a great fit for Finance.
- Lack of experience leading an organization into change and bringing both employees, council and community together

- Mr. Crawford is a very decent person and has certainly stepped up as interim during the pandemic. However, the City is actually best served by leaving Mr. Crawford as Chief Financial Officer as he has done a lot of good things in that role. He will likely have the biggest learning curve for the job, even given his knowledge of the City. The performance of the external candidates demonstrates the importance of actual experience as a city manager (and depth of knowledge.) Listening his experience does not compare. I give him credit for acknowledging that he will need to ramp up in certain areas, such as expanding his contacts within the community.
- Tom has been adequate for COVID labor relations. Something I would specifically like to see improvements on is the staff who are asked to stay home without pay (if they cannot work from home) if they had a sore throat. I'd like to see these strides being made so our workplace is safe for everyone!
- With Mr. Crawford's experience as the previous Administrator, he is the best choice, he is know to City staff and his backgrounds is the most highly needed to lead City staff.
- Would be crazy not to hire him over other candidate. Although she is a good candidate. Just not as good.
- I feel Tom is a no-brainer to be the permanent City Administrator. He will continue to lead A2 in the right direction.
- Based on the previous experience Mr. Crawford had, as well as his attitude of caring employees and community, I strongly recommend him to be the new City Administrator.
- Tom provided steady financial leadership through 3 different administrators. There have been a number of projects we've worked on together, and I have always found him to be honest, professional, and experienced. It has been a rather incredible year. When I started Tom established weekly meetings. It was during these weekly meetings that I truly began to appreciate him as a manager and a leader. He pushed me, challenged me, and supported me. We didn't always agree, but I truly felt like I had grown professionally from each encounter. Then the previous Administrator left and the Pandemic hit. Within the span of about 30 days, the entire landscape for everyone changed. I honestly thought Tom might be overwhelmed by the challenges he inherited, much less the unexpected challenges of moving the workforce to working remotely, dealing with a financial crisis, and continuing to provide essential services to City residents. Boy, was I wrong. Tom has not wavered in his belief in this City and staff's ability to provide quality, professional service in the midst of all that was happening. He has not wavered in his positivity, transparency, and leadership throughout these past several months. As an employee, I feel he has paved the way for all of us to reimagine how we provide services to residents, and to be able to do so safely. He's been encouraging while still challenging us to improve. Although I have spoken to him less since he's moved into the Administrator role, I feel I know him better and continue to be impressed by the way he's conducted himself, and the expectations he's set for all of us. I am quite sure each of the candidates for this position are impressive professionals in their own ways. However, Ann Arbor is in a unique position this time around to hire someone who already knows Ann Arbor and what it means to live and work here. Tom is

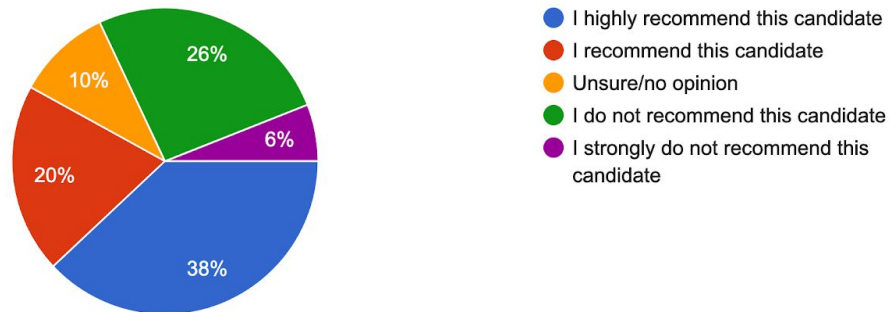
the most qualified candidate and has earned the opportunity to lead the organization.
Thank you for your time.

- As a city of Ann Arbor employee I am excited to see council promote a city administrator from within the organization and a highly qualified and well respected employee at that.
- Both Cara Pavilcek and Tom Crawford would be good leaders for the city administrator position. I would be able to work with either candidate.
- Being an interim administrator is not the same as being the city administrator. Maybe Mr. Crawford has skills and ideas that will show if he is appointed, but maintaining status quo and avoiding calamity is not the same as taking on real, long term leadership.
- I look forward to working with Mr. Crawford as the new City Administrator, I believe many positive changes will accompany this appointment.
- Tom or Cara will do fine.
- Having a woman City Administrator would be HUGE for DEI. I think Cara would focus more constituents/community engagement, and I think Tom will focus more on Council. Certain issues will be hard to face in the coming years (affordable housing and sustainability); Cara seems to understand some of the inherent trade offs and I think that "eyes wide open" approach is good.
- Having now taken the time to actually review the materials and presentations and interviews, I have serious questions about whether any employee input will be considered by the City Council and that would be unfortunate. If Mr. Crawford were not given the position he would still provide this same financial expertise to the City, so not choosing him is not really a loss to the City at all. From an employee perspective, the online article describing Council discussions on the search last month was really embarrassing to the City. I suspect that it has seriously tainted the view of the process for many employees and made many skeptical. Regardless, I have appreciated the opportunity to provide feedback.
- I don't think Tom would be a huge mistake because I think he is smart and has some potential to become a well rounded leader. But he is definitely my second choice. Thank you for the opportunity to provide input!
- Tom has far more experience than the other candidate and would be able to hit the ground running. I feel he is able to work with Council and balance their policy with City operations. As an employee of the city Tom could bring the needed change an innovation our organization needs. Tom has dedicated most of his career to the City and has done a great job as the interim City Administrator.
- When Howard left, the leadership team was concerned with what was to come, who would want this job and who would step up and take the leadership role. Without hesitation Tom leaned in and told us all he didn't understand what we were worried about. That this is a great community and we should all feel lucky to work here. He was clear that he wanted to step up and in, that he looked forward to being our boss and how much he relished the opportunity to do that. He will always have my respect for that. I believe he's been the best, most consistent and clearly the most prepared candidate. I also believe he's demonstrated the ability to do this job on more than one occasion.

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For the role of City Administrator:

50 responses



Cara Pavlicek

Strengths/positive qualities:38 responses

- Wow, I was really impressed with Cara. She provided examples to backup what she was saying, she seemed really collaborative in that she encourages employees to try new things even if the endeavor may fail in the end, open door but respects the chain of command. I love that she called herself a "treehugger" at heart and all for sustainability and carbon neutrality. she is a truly excellent candidate
- Seemed to be soft spoken
- Confidence, relevant prior experience, genuine interest and desire to work in/for this community, innovative, progressive.
- Cara's responses demonstrate she understands what it's like to work for a municipality and balance staff, community and council.
- Her honesty is her strength
- Decision making style, leadership style, priorities for the City and important issues including the strategic plan and what areas to focus on within the next 5 years.
- Cara has prior experience working in the role of city manager/city administrator and it's clear she has handled a diverse array of situations often faced by a city administrator. Cara is intelligence, experienced, caring, thoughtful and a well rounded candidate who appears more than capable of successfully carrying out the role of city administrator for the city of Ann Arbor.
- Seems able to admit mistakes, not quick to voice an opinion when more information is needed. Seems to be a good communicator.
- Composed, approachable.

- well spoken and clear communicator.
- Cara is an excellent communicator. She appears thoughtful and collaborative and appears to have very applicable and relevant experience. She indicated that she sees her role as a facilitator and will leverage the expertise and experience of staff. I found her responses insightful and her leadership style a successful approach for the city organization.
- Cara's excitement and energy for change were clear throughout the interview. Honest, Realistic expectations re communication throughout all levels in the organization. Open to change, dialogue and values input from all. Very aware of needs and opportunities for communication and relationship building within the City and community. Fair and balanced communication style. Eager to drive change when necessary. Understands the need for HR to be a fair, pivotal supporter to all its customers. High expectation for all to do their best.
- Her ability to be wrong, and own it. Strategic planning with community based organizations.
- Cara's answers seem to genuinely want to rebuild trust and create a more integrated and stronger organization, and presented real ways to do that. For not being involved with the city, I thought her recommendations for hiring an HR director were spot on. I thought she had the ability to make decisions in the short term (emergency), and consider the long term as well. I liked that she identified navigating council and facilitating across departments as her role in the city. I thought that she inspired creativity and new energy in an organization that tends to stick with the status quo, while recognizing fiscal responsibility as a priority. I liked that she was able to prioritize sustainability and equity, and saw that they needed to be a part of every action, with every employee educated and empowered.
- I was very impressed with Ms. Pavlicek's manner. She is clearly a very strong leader yet at the same time is not egotistical at all and able to compromise. She is quite qualified, it would be great to have a female leader which the City has never had, and perhaps as a result of her origins in the northwest exhibits a certain independence of thought.
- Ms. Pavlicek gave an excellent presentation. The Powerpoint was useful. She has good communication skills. She is clearly an experienced administrator. Her response about due diligence demonstrates an understanding of what is important to review, budget documents etc. She has a good understanding of how to manage people and move an organization forward and work with Council. She was very prepared. I think she would do an excellent job moving the City forward. The fact that she is a professional was demonstrated that she cited directly to the ICMA Code of Ethics. Has a deep understanding of the role of the City Administrator office. Recognized issue of employee privacy in answer to one question seeking specifics. She is likely to be a facilitator. Has good record of diversity in direct reports.
- Detailed oriented, thoughtful and have leadership skills.
- Excellent experience, well spoken, demonstrates values that align with the City, answers were well thought-out and thorough.

- Cara is an experienced administrator, working in communities with strong similarities to Ann Arbor. She seems thoughtful, knowledgeable, and very deliberate in her approach and presentation. I appreciated her responses to how she would empower staff, and also thought that her answers on managing the council demonstrated a well developed sense to diplomacy and understanding that the Council's directives are law. She seems as if she would be a good fit in Ann Arbor.
- Engaging, had the best presentation, seems willing to support employees while working with counsel, not a fan of micro-managing, open door and involved with all levels of staff not just the upper management. Didn't struggle with answering questions and very clear on her management style
- communicates clearly, understands impact of internal promotions
- Has a lot of relevant experience that could be helpful. Positive, jovial, and likeable. Answered each question concisely and with specific examples.
- Some answers veered off topic or were not actually answered.
- Willingness to serve the city
- Well spoken and articulate
- Cara has a very positive attitude and is capable of taking on the job of city administrator for a medium size city similar to Ann Arbor. She didn't get flustered answering the questions posed by city council. Cara has a vision for the city. Her comments of social gatherings with snow-cones and slushy's (pre-covid or post covid) show she wants to rally the city employees and remove the silos that have been created by some departments. While some may mock Cara for thinking social gatherings for a city like A2, it shows she is thinking.
- Well spoken, strong ethics, prior city administrator experience
- Good Communication skills, thoughtful
- Ms. Pavlicek has extensive experience managing a City, working with elective bodies, and engaging a large workforce. She is the only candidate remaining who has actually officially managed a City for a substantial period of time. She also has a leadership style that this City and employees could really benefit from (in particular at this moment in time).
- Collaboration, training for all on DEI and A2Zero, ok to fail, supports housing density, She is a woman
- Ms. Pavlicek brings experience and knowledge dealing with a broad range of staff and departments, as well as actually interacting in a city manager role to interact with the governing body of a municipality, and has the perspective of someone who knows when to stand her ground, when to be persuasive, and when either may not be so important. She also seems to have the ability to be a leader and supporter--when appropriate--of staff not only towards outsiders, but also with the governing body. She missed that low morale in the city is due in part to what seems to be unwarranted criticisms from Council, but the combination of her historic approach to staff and how she interacts with the governing body indicates she can help bridge and calm that part of the low morale causation. Ms. Pavlicek also has a long-established record of reaching out for inclusion

of, hearing from, and participation by diverse populations in municipal matters and structure.

- Impressed by her thoughtfulness
- Candidate Pavlicek had many useful things to say regarding management of a city. Her conductor illustration was useful. In the end, it is useful to hear from someone who has significant management experience. I have a sense that Candidate Pavlicek would be a skilled team builder.
- She seems to have a deep understanding of policy tradeoffs. She understood technology. She would be the first woman we have had in the role in (ever???) . DEI.
- Seems like a natural leader and team builder. Great open personality. Seems like she will foster a very positive environment.
- Ms. Pavlicek was very well spoken, it seems she has good ideas. Seems friendly and professional.
- I didn't even intend to listen to the almost two hours of content on Cara but found myself genuinely interested in what this competent, thoughtful and experienced candidate had to say. As a city employee who probably will never interact with the city administrator but who looks to our leader to reflect the values of our organization and be a role model to the staff, I was impressed with her calm, confident and genuine style of communication. She was easy to listen to, I liked her perspective and experience and knowledge that came out in her answers as she seems completely capable to take on what is a very difficult job. To me, she came across as very intelligent, articulate, thoughtful and clear on what her role as a city administrator entails and would look like. It would be incredibly refreshing to have a female leader like this in our organization. She would bring not only all the skills, experiences and leadership we need, but she would bring a new perspective and inspire change that only an outside candidate can bring.
- Open-minded, thoughtful, intelligent, strong, experienced

Areas of concern:31 responses

- none
- None
- Knowledge of the City of Ann Arbor structure and players
- Lack of experience with a community of Ann Arbor's size
- She does not know much about the City of Ann Arbor
- None
- She is coming from a smaller municipality without universities, but Oak Park is similar to Ann Arbor in certain ways. Scale of the City of Ann Arbor organization might be an adjustment from the Village of Oak Park.
- Lack of research regarding Ann Arbor's City core services, lack of leadership regarding diversity and race issues, lack of leadership for a similar size community. She seems to lack a general understanding of Ann Arbor and Michigan that might make leadership/start up difficult.
- Didn't see any major concerns

- As with any external applicant, it was clear that she would need some time to come up to speed to be familiar with each department. I don't think this is a downside, and can provide an opportunity for smart change.
- Only that Ann Arbor is, unfortunately, a rather weird municipality. Although her example of preventing someone from planting in the lawn extension, which is a typical municipal prohibition, in Ann Arbor there is such a high level of entitlement among the citizenry that typical municipal ordinances tend to be considered by too many as unfair restrictions of their self-expression.
- Minor issue, sometimes she didn't state as directly her in an initiative, but talked about things as group initiatives. But this is likely within her style of leadership. Initially had concern about coming from a smaller City, but was impressed with her understanding of how organizations work. I believe her skill set would work with a larger organization.
- I don't know how she could lead us in a new direction.
- Has she had enough experience in similar communities with a comparable level of community engagement?
- I have none, I think she is a very strong candidate.
- organization size, understanding of split council
- Was not more forceful/concrete when it came to how to progress as an organization with
 1. carbon neutrality - "give people information and they will make the right decision"...then we wouldn't be here!!! .
 2. DEI ..self described beaucrat ?
- Doesn't know Ann Arbor well. The good, bad, and ugly.
- Not enough knowledge about the city
- Previous city administrators have taken one to two years to become familiar with the city and people. During a pandemic this learning curve would be even more dramatic putting even more pressure on already over worked employees who need leadership and steadying force--not more turmoil and uncertainty.
- I don't know if she can handle the internal politics of city council even with new council members coming on board in November. I don't know if the employees are willing or ready to break out of silos. I don't know if the employees would respect Cara as the administrator because she comes from a smaller city.
- Not familiar with city of Ann Arbor workings, she doesn't probably realize the demands on city administrator from council, high turnover of city administrators in Ann Arbor bc of the demands of council and politics drives away city administrators at least with Tom Crawford he knows the inner workings of Ann Arbor is well liked here and knows what it takes to work with city council and he's willing to do it.
- Adapting to Ann Arbor and Michigan coming from out of State
- Very little concern. Her statement she considers herself to be like a conductor, making sure everyone plays their part well, is a little old. But the fact she has said it before doesn't make it invalid. But maybe that metaphor needs to be modified a bit to reflect an understanding the Council isn't just another seat in the orchestra (maybe they are the soloists who must play from the same musical score, and look good when the rest of the orchestra makes them look good).
- Smaller community

- None-she would fit in well with the City. Candidate would take some time to learn about the organization.
- None. Hope Council does not drive her away if hired or fire another good administrator. We would be lucky to get her.
- Ms. Pavlicek seemed thrown off by the racial equity in her staff question and was not prepared for the strengths/weaknesses in her 2019 performance review question. That worries me a bit if the candidate cannot speak to her own best qualities and things that she is working on. I also do not think she is prepared to take on an organization of our large size.
- Will staff or council respect a woman in this position? What is attracting her to this job? (Perhaps she addressed this in the first interview which I did not see) I just get the feeling this is a talented leader who is going places.
- Presentation was very basic. Too bureaucratic or "old school". We need change and innovation in our organization, not just someone to do what has been done in the past. Would have liked to see Cara' own personal code of ethics, not the ICMA's. Over simplified answers and did not answer a few of them.

Additional comments:22 responses

- How do we NOT hire this woman??
- The questions asked weren't really answered but that could be because a lot of the questions sound the same.
- Great candidate and I do not have any concerns from what I have seen so far.
- Overall positive, she seems capable of doing the job.
- I thought her interview was fine. What I am hoping for in our leader is a person that inspires and motivates and energizes others when interacting with them. In this case I didn't get that. Nothing stood out. She was okay, but okay isn't good enough for this hire.
- Appreciated making herself assessable to employees.
- Ms. Pavlicek is very sure of herself and, I believe, able to adapt to different environments.
- Really appreciated the additional materials. The questions were more detailed and got a good sense from the answers to staff questions. Main concern is that while the process has been useful, some members of the current Council are clearly not interested in external candidates and while they talk a great deal about diversity and inclusion, it seems very unlikely that they will actually pick the best candidate of the current group, who happens to be a woman. In fact it is embarrassing that the City has never had a female City Administrator.
- She is a very likeable person and was my first pick. However after reviewing her interview she was scattered and not clear and concise.
- Cara would be a great candidate who would probably get the job if Council hadn't already made up their mind going into this hiring process.

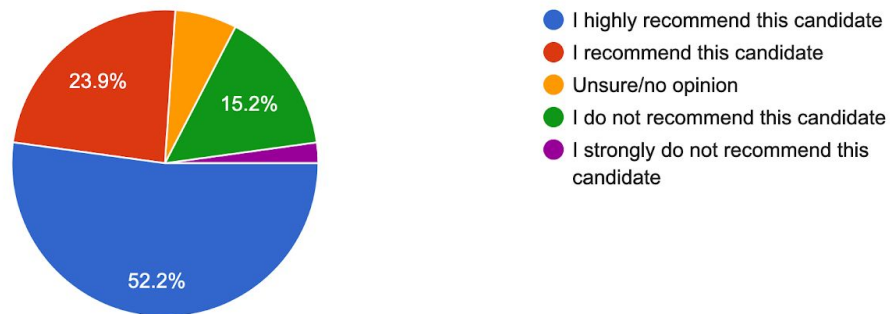
- Talking on camera for an hour is tough, especially knowing so many people will be watching. Cara would be stepping into a leadership role at a time where the city is in a CRISIS. We are in the midst of a climate crisis, a public health crisis, and inequity crisis. It will be very hard to step into this position now - and I wish Cara spoke more to that. I would have liked to see an acknowledgement of the fact that this is new to everyone and it will be hard but she is up for the challenge because of? I would have also like to hear more on how Cara plans to improve labor relations to make sure that every employee is getting paid fair wages (not too much or too little) health care, PTO, retirement, etc.
- Appears able to do job just think Crawford is a better candidate.
- Unfortunate the Eric has withdrawn from the search. In my comments to the survey for all the candidates, I "Highly" recommend Eric as my candidate of choice. I listed Cara as my "Recommended" choice. Trust that the process will be fair, equal and balanced for her true consideration as the next City Administrator.
- The top two candidates, in my personal opinion, are Tom Crawford and Cara Pavlicek. Both are qualified for the leadership position and I would be comfortable working with either candidate.
- I highly recommend Ms. Pavlicek for the position. She would be a great addition to the City.
- Looking forward to having more female leadership in the City.
- I like the very positive energy, with enough humor thrown in to be appropriately approachable.
- The City has emphasized diversity--so it now has a good woman candidate. Will the Council lead by example?
- She seems to have a deeper understanding of trade off that are inherent for sustainability/roads; and for affordable housing development and changing zoning. I think you have to be honest about that to approach them.
- Ms. Pavlicek would be a great addition to City staff in an alternate position, she would bring many assets to the team. However, I do not believe she is the right candidate for City Administrator.
- First, I would like to thank the person or people responsible for including staff in this process. Whether anyone reads this or our input actually makes any difference in the choice --it feels good to be involved and considered! When we talk about culture or moral, these are the key opportunities that are so often forgotten and something that senior staff usually miss the boat on. So I appreciate this effort to invite staff questions and share the videos and allow us to comment. In a large organization like ours, a strong leader matters to all of us as we are impacted greatly by this decision. There are so many staff who care, who work hard, are talented, and who have high standards for our work and the community we serve. We also have inequities; can be understaffed; get stuck doing things the same way for too long; default to "no" too easily; and struggle with the organizational culture and unrelenting community demands. I am hopeful that a new city administrator and a new HR director can breath a new energy into our organization because now more than ever, we need a strong leader. Working remotely and silo-ing up

in our homes is creating new challenges so communication skills, integrity and emotional intelligence from our leader is critical. I would be pretty excited to see Cara take the helm and deliver stability and leadership to our organization. Thanks for reading!

- Do not feel Cara has the experience needed for the City of Ann Arbor. Oak Park is much smaller and much more manageable. I do not feel she will be able to deal with Council. Did not feel she did enough research on the City of Ann Arbor based on the lack of references. Hiring Cara would put the city back 3 years while she got acclimated to our culture and knowledge of the city. Definitely not progressive enough for Ann Arbor.

For the role of City Administrator:

46 responses



Council Feedback

Tom Crawford

Strengths/positive qualities: 3 responses

- exceptional fin'l. acumen and short/long term outlook that will not jeopardize City's fin'l. stability. Committed to AA and provides critically important stability; strong work ethic; responsive internally and externally. In-depth understanding of city organizations, systems, and AA. Professionally astute -- understands CM's, City Admin's., staff's roles, city's expectations (referenced in video various city priorities advocated by various CM's). Agile and highly productive; continuous improvement mindset. Good leader: interested in developing teams, ee welfare, empowering staff. Good, active listener, values open, transparent communications and sharing of information. Described by staff (former and current) as the most highly regarded and respected individual in organization. Will be proactive in addressing organ. HR leadership needs. A forward thinking "planner", not a crisis of the moment mgr,. Well prepared to lead city challenges presented by econ. downturn. Thoughtful, calm decision-maker, and values obtaining

meaningful citizen input on city spending and policy direction. Supportive of staff as appropriate -- SWRMP given as e.g.: demonstrates apolitical mindset which is a positive. Demonstrates strong leadership in effectively managing personnel matters brought to his attention -- City has lacked this professional leadership in senior mgmnt.

- Tom has the demonstrated temperament and experience to help guide the City through the challenges ahead.
- Tom has the technical skills that are most needed, plus long-term perspective about our community's needs. He has led the city through years of ups and downs, is best prepared to help us through the recession. Tom also has integrity, respects people enough to listen, and works to arrive at solutions that bring people together instead of driving them apart. Tom is a team player who wants what's best for the city and will take the time to bring everyone on board. He is exactly what the city needs right now because he knows that his job is juggling the concerns/perspectives of many people. In wrestling with the hard questions, Tom understands that we have an obligation to seriously discuss options and find common ground. If there's a need to rush to solutions, Tom can explain why and will take the time to build consensus. This would be a stark contrast to past leadership.

Areas of concern:3 responses

- Video presentation illustrated a "first 90 day" focus on several AA-centric topics: climate action, aff. hsg., single family zoning conversations, business community equity issues, opptys. to drive econ. dev. and "can do it all" mindset which, while aspirational, not realistic or reflective of prioritization -- but values critical element of robust community engagement and input on establishing priorities. -Some staff members/DR's are critical of City Administrator who views role as that of providing support to council, and Mr. Crawford will need staff who are supportive of his efforts/role and the representative roles of elected officials.
- Tom should continue to exercise thoughtful and careful decision making when navigating difficult choices between staff preferences and the needs of the City.
- I have no areas of concern. I know that Tom cannot do everything all the time to make everyone happy, but I also know that he recognizes that it's worth the effort to try. I know that if I ask something of Tom that he can't deliver, he will be straightforward and honest in explaining why. In those situations, he has been willing to engage with me, understand my goals to see if there's some alternative path to the solution I want to see. He is a fierce advocate for staff, making sure that everyone in City Hall feels valued.

Additional comments:2 responses

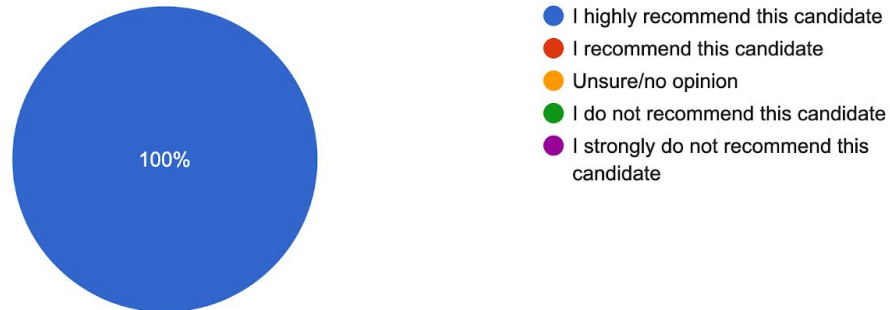
- Mr. Crawford consistently demonstrates and emulates a high level of dedication to serving AA with the requisite professional expertise, judgement, fiscal acumen, technical and emotional intelligence and thoughtful demeanor, understanding of roles and responsibilities and differences between administration and policy setting. Mr. Crawford is not political, treats everyone fairly and equitably, is an honest, positive, and mature leader and gets along with everyone. He is immensely well-qualified, experienced, and

would provide the critical experience and stability that the Ann Arbor community deserves and requires. ,

- I look forward to working with someone as serious-minded, decent, and kind as Tom. He has the most important qualities needed to lead an organization like ours.

For the role of City Administrator:

3 responses



Cara Pavlicek

Strengths/positive qualities:3 responses

- Take away from interviews, video presentation, Q/A: thoughtful, positive ("architect of yes"), honest, ethical (impressed that she featured/highlighted ICMA code of ethics as guiding principles), truthful, professional and diplomatic (personnel Q addressed appropriately), does homework (well prepared for interview and studied budget, CAFR, city website, org. chart, spoke w/professionals knowledgeable about AA), organized and creative thinker (video presentation approach to explaining management style vs. "textbook" approach). Articulated indepth understanding of process/implementer aspect of City Admin. job and values respective roles/accountability, and frequently noted that gov't. is a "representative democracy", which she interprets, positively, as respecting different community views and perspectives. In Q/A presented understanding of "finite resources" which indicates an honest, realistic, mature perspective. Presented as someone who values teamwork, values residents, businesses as stakeholders. Seems very knowledgeable about planning and zoning and processes -- e.g., frank/knowledgeable, not political, response to streamline more hsg. Q. Seems to have a strong commitment to public service and good, ethical governance.
- Cara's interest in and enthusiasm for the position is appreciated.

She presents herself in a polished way and makes a positive impression.

Areas of concern:3 responses

- Moving from Oak Park, a much smaller community, to AA would represent a significant leap given lack of equivalent experience, and so concerned about scalability of Ms. Pavlicek's experience, and time required to come up-to-speed. Current fiscal challenges, which require priority attention and understanding, will be a steep learning curve for someone unfamiliar with organization/operations. Effective fin'l. mgmnt. aspect of city operations require greater understanding , knowledge, stability than what Ms. Pavlicek can offer. -Concerned re: Downers Grove departure, and suggestion that some Oak Park Trustees "not comfortable with her skill set." Departure from current/previous positions appears motivated by leadership shortcomings/lack of organization support.
- Cara needs more experience with our complex issues.
- Oak Park is a wildly different place than Ann Arbor, nothing on her resume would prepare her to help lead a city like ours. Oak Park is a satellite to a star (Chicago). Arguably, Ann Arbor functions regionally as a "star" with all the challenges associated with that (housing, transit, etc.). She also lacks the experience of working with any dominant community partner (like the UM). She comes from a community that seems to have experienced the very problems Ann Arbor has, due primarily to divisive leadership. When colleagues complain that they do not feel heard, that leadership is forcing unwanted policies, this is a huge red flag for me.

Additional comments:1 response

- I cannot fathom bringing her in to our city at a time when we have to prioritize budget in a way that is sensitive to local needs (which she would be struggling to even learn if hired). I do not trust her to be open minded about what the needs are and I would be even more concerned about her ability to walk into City Hall and lead our staff in an evenhanded way.

For the role of City Administrator:

3 responses

