

Tom Crawford

Primary Work Experience

INTERIM CITY ADMINISTRATOR City of Ann Arbor

Ann Arbor, Michigan
May 2011 – Oct 2011, Nov 2015 – July 2016, & March 2020 to Present

Key Challenges

- Appointed by Council to be Interim City Administrator during recruitment of permanent candidate.
- Led organization through numerous challenging situations:
 - 2020 – Police Chief on admin. leave, coronavirus pandemic, “de-fund” police & Black Lives Matter protests, recruitment of HR director
 - 2015/16 - implementation of deer management plan, Police Chief & Community Services Administrator vacancies, budget constraints, council offsite, lost momentum on org. strategic plan, pension plan design, development of city parcels, difficult private development issues, street millage renewal strategy
 - 2011 - fire chief vacancy, tenth anniversary of 9-11-01, strained city/university relationship
- Prepared organization for permanent candidate.
- Maintained staff responsiveness to Council issues (staffing changes, organization, & effort).

CHIEF FINANCIAL OFFICER City of Ann Arbor

Ann Arbor, Michigan
July 2004 - Present

Through 2008 Great Recession - maintained balanced budget, increased credit rating, invested in infrastructure
Organizational Responsibilities

- Primary financial advisor to City Council – trusted source of information
- Led staff of 60 employees representing Treasury, Customer Service, Accounting, Payroll, Purchasing, Insurance, Internal Audit, Assessing, and Information Technology. These activities represent \$14 million in departmental expenditures.
- Restructured the Information Technology Services Unit to establish it as a core strength of the organization (governance, personnel, business model, strategy).
- Emphasized & implemented succession planning.
- Established finance leadership development program to develop existing employees.
- Internal executive champion to move difficult projects forward (retirement system changes, real estate opportunities, collaboration opportunities).
- Initiated service area effort to start improving systems contributing to racial inequity and injustice.
- Led city's controversial deer management program – close to achieving goal of 75% community acceptance.

Financial Health & Stability

- Articulated city's financial strategy for internal and external audiences – 2020: “Financial Recovery Plan”, 2008: “Sustaining Our Future”, achieved a balanced budget with minimal impact to on-going services.
- Responsible for development of City-wide \$450 million budget and related public presentations.
- Drove change from one-year to two-year budget planning process. Champion for Priority Based Budgeting initiative.
- Led development of strategic plan for finance department.
- Developed and emphasized internal forecasting capabilities.
- Created & supported strategies to improve retirement system (i.e. governance, administration, funding).
- Provided financial expertise for critical issues (i.e. budget process, de-risking of pension plan, city-owned real estate transactions, funding of capital needs, income tax study).
- Encouraged collaborative opportunities (IT framework, HVA/Fire dispatch, police dispatch).
- Initiated citizen portal to view financial records (A2Openbook).

Economic Development

- Supported small business development via SmartZone LDFA Board (public funding supporting start-up companies).
- Executive Champion on a variety of real estate related issues/opportunities (1st & Washington, Lowertown, Library lot, etc.).
- Executive Champion for expansion of city fiber optic network.
- Responsible for advising and developing economic development related policies and opportunities (tax abatement, brownfield, land acquisition/disposition, etc.).

Capital Planning

- Responsible for rating agency relationship – City's debt rating increased (to Aa1).
- Developed funding plan for new Court/Police facility and acquisition for the 350 S. Fifth Ave.
- Advised council on debt issuances related to public parking garages.

FINANCE MANAGER – Various Positions

St. Louis, MO/Detroit, MI

Ford Motor Company

1995 – 2004

(Ford Credit, Product Strategy, Product Development, & Corporate Profit Consolidation)

Lincoln Truck Program

- Controller for \$450 million product program which successfully launched in 2003.
- Delivered vehicle with program controlled costs \$50 per unit below objective (\$1.9 mil./year ongoing) and investment spending \$15 million below objective.
- Led program's financial effort and five-member team to track & analyze investment & variable costs.
- Responsible for the development a \$175 million engineering budget as well as operating performance against the budget.

Ford Focus Program

- Performed strategic assessments to determine future product direction and established cost targets, manufacturing location, & optimal body style line-up.

Personnel Consolidation

- Responsible for development and implementation of a new complex personnel-reporting process enabling new analysis and reduced staffing.

Financial Analysis

- Performed financial analysis in several areas including international finance, competitor benchmarking, cost performance, and corporate reporting.

Examiner-in-Charge/Examiner

Southeast, USA

Office of Thrift Supervision, Sister Agency of the FDIC

1987 - 1993

- Supervised and examined federally insured financial institutions for safety and soundness in the areas of management, asset quality, capital adequacy, risk management, and operating performance.
- Evaluated residential and commercial real estate loans for compliance with federal law, bank policy, and sound underwriting principles.
- Authored report, including recommended corrective actions, and presented results to the board of directors of the thrifts institutions.

Professional / Board Affiliations

Ann Arbor Summer Festival – Former Board member / Treasurer

SmartZone Local Development Finance Authority – Board member/Secretary, ex-officio

Ann Arbor Area Chamber of Commerce – Former Board member

Ann Arbor Retirement System – Board member

Economic Development Corporation – Board member/Treasurer

Michigan Municipal League - member

Government Finance Officers Association - member

International City Managers Association - member

Education

The Wharton School, **University of Pennsylvania**
Master of Business Administration (Finance)

Philadelphia, PA
May 1995

University of North Carolina at Chapel Hill
Bachelor of Science in Business Administration
Finance and Marketing Concentration

Chapel Hill, NC
May 1987