

Tom Crawford

July 17, 2020

Amy Cell, President and Founder

Amy Cell Talent

Dear Ms. Cell,

I am writing to express my interest in the City Administrator position for the City of Ann Arbor. I believe I am the right candidate for this position since I'm an experienced municipal leader, the current interim City Administrator, and have dedicated fifteen years of committed service to the Ann Arbor community. In addition, I have previous private sector experience at Ford Motor Company.

The job description highlighted several qualifications that are needed to be successful. While I meet all of these qualifications, I've summarized below my strengths in some of the notable areas:

1. Successful track record of managing an entity similar to Ann Arbor in terms of size, complexity, and culture with clear strategic results – With three different City Councils, I have been called upon to fill the role of Interim City Administrator, have risen to the occasion, and received recognition for my successful performance. I've worked for fifteen years as an executive for the City of Ann Arbor, primarily as its Chief Financial Officer. During this time, I had the opportunity to work with a variety of leaders and gain experience working on numerous projects across the organization. Through thoughtful and strategic efforts, the city successfully navigated several financial challenges, invested in improved infrastructure, and safely and successfully operated during a public health emergency.
2. Ability to attract and recruit top talent, motivate and develop the team – My tenure with the City of Ann Arbor has focused on the oversight of the finance and information technology service units. The managers of these teams have been recognized as leaders in their field. For example, they've served as president of their trade association, received awards for their departmental work, and/or been independently recognized for their leadership. In addition, as senior members retired, I developed and

implemented a leadership program to develop the bench strength of the internal team and promote professional development.

3. Builds strong relationships – As I've worked on projects and managed through challenging situations, I've developed strong relationships, both personally and professionally, with staff and members of the community. As a permanent City Administrator, new and more diverse relationships are necessary to be successful, compared with my existing network which helped me succeed as a Chief Financial Officer. However, my existing network provides a strong foundation for new relationships to listen, learn, and establish a broader community network to help solve community issues.

In summary, I believe my experience, love of public service, and ability to work well with others makes me the best candidate for this position. I am happy to provide references upon request.

Sincerely,

Tom Crawford