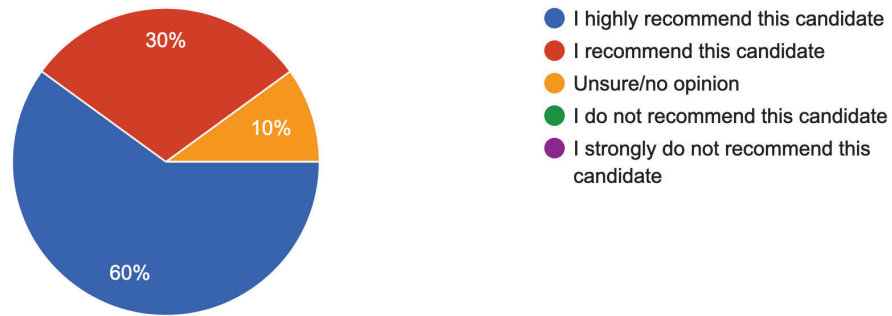


## City Council Feedback:

Tom Crawford

For the role of City Administrator:

10 responses



### Strengths/positive qualities:

Financial acumen, kindness, and communication. Mr. Crawford is invested in Ann Arbor and our future. His work during the pandemic has been strong, particularly in helping us navigate the financial landscape ahead.

Loves Ann Arbor. Committed to Ann Arbor values. Communicates honestly. Very fair in how he treats people. No one is more knowledgeable about the City of Ann Arbor. Brings great fiscal acumen and planning experience. Knows what it's like to be a resident and an employee.

Provides stability to the organization during COVID's disruptions. Strong ability to get projects done. Strong work ethic and perseverance. Very responsive to community and Council requests. Previous experience in the position, detailed working knowledge of all our budget process, finances, staff organization, systems, etc. Positive attitude, willingness to serve. Proven financial acumen. Honest and trustworthy to the best of my knowledge.

His performance as interim City Administrator (three times) has been excellent. His 15 years as the City's CFO makes him uniquely knowledgeable and experienced to take the City through this difficult period or pandemic and recession. He will need no time to become acquainted with the City, its operation and staff.

Earnest and kind. Deep knowledge of the organization and of Ann Arbor.

Municipal knowledge: extensive and deep understanding of all city gov't. operations and community. Professionally astute: respects and understands roles of City Admin., Council, staff, and forward, professional thinker, astute re: policy setting, and city's goals, metrics, expectations, challenges. Excellent communication skills: active listener, honest communicator, open, values transparency in providing information. Effective conflict negotiator, calm demeanor valued by staff, trust builder. Very interpersonally skilled, team and collaborative leader. Strong leader: develops teams, interested in ee's welfare, empowering and mentoring/nurturing staff. Effective builder of positive work environment, and values staff development. Described by staff and elected officials (former and current) as the most highly regarded and respected individual in the city organization. Agile and highly productive; continuous improvement mind-set; very effective

manager, good planner, get it done positive attitude. Financial acumen: exceptional breadth, expertise, understanding of near/long term challenges, and built a strong financial team for City. This is an acute need of the city during this time of change/pandemic. Genuine passion for job and community. Committed to AA, understands community very well, and stays engaged with external colleagues. Keeps all stakeholders apprised of important information

Tom has the 15+ years experience that the City needs in the years ahead to address the budget shortfalls. He's well respected by residents, staff and Councilmembers, for his communication skills and thoughtful decision making including all voices and stakeholders.

familiarity with staff  
Thoughtful, measured approach. Dedicated to understanding all aspects of an issue, helping people feel heard and supported. Seriously invested in Ann Arbor community.

Experience in role of City administrator in Ann Arbor

Areas of concern:

Mr. Crawford has never led a large organization outside of his interim experience. I am concerned that his example of success was the deer cull and that he did not focus on some of the more central initiatives related to carbon neutrality and affordable housing. I would like to have a better sense of his vision for our future.

Communication style may not inspire motivation. Approach may not drive innovation (unclear how he inspires creative thinking and responsible risk taking). Sometimes struggles to disagree with council members when it is warranted.

Potential for challenges by staff to authority.

I have no concerns about Tome Crawford.

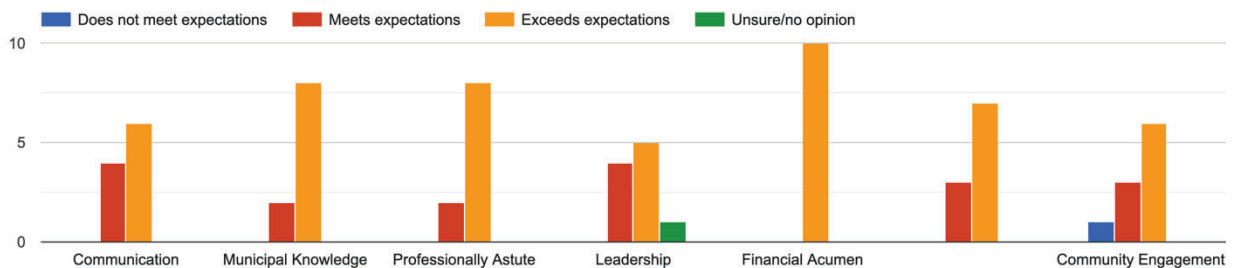
None.

Tom should always be sure to continue to provide his expert opinion on Council decisions, especially when Council is faced with a controversial opinion.

I was not impressed with the quality of his interview.

No concerns at all. He is committed to excellence and helping everyone else be excellent as well.  
None

Please rate this candidate in the following criteria:



Additional comments:

Bureaucracies trend toward the status quo and outside leaders can shake that (sometimes in good ways; sometimes not).

From interview I liked his statements about having seen all "phases of the city". When asked about diverse staff he spoke about raising up all staff equally and offering career development opportunities equally which seemed like a fair answer. I think he could make the right structural changes. From outside the interview process he has told me "I would never put the city in a position of financial jeopardy" which is important as some council members seem intent on bankrupting the city over "progressive" causes.

I rank Mr. Crawford highest of the four finalist.

Tom Crawford has consistently demonstrated his dedication to serving Ann Arbor with the highest degree of professionalism and expert judgement and skill. His greatest strengths are his strong financial skills (which he has clearly demonstrated over his successful 15 year career of public service in Ann Arbor). Tom knows AA -- city government, council and the community, is not political, very intelligent technically and emotionally, has a clear understanding of the difference between administration and policy setting, is not political, and gets along with everyone. He has served as Interim City Administrator on three occasions, and has never faltered or not risen to the leadership challenge. He is immensely well-qualified, experienced, and would provide the critical experience and stability that Ann Arbor requires.

As the City continues to face complex decisions and choices as a result of COVID 19, the economic fallout, and budget shortfalls, Tom has the most experience to guide us over the years ahead. He has a calm and thoughtful demeanor, that is well-received by staff, residents, and community partners.

I was very disappointed with his interview. I would like to hear more from him in a public forum with residents. I would like to hear more about his vision for the organization

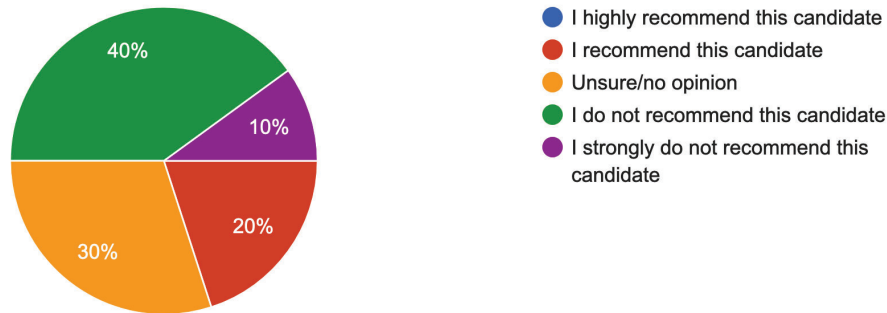
The city would be in good hands with Tom at the helm.

Has proven record and commitment to City of Ann Arbor.

Joyce Parker

For the role of City Administrator:

10 responses



Strengths/positive qualities:

Ms. Parker has a great deal of financial knowledge and experience in managing a large organization. She also has connections at the state level and a strong understanding of municipal best practices.

Seems to be direct (says what she means). Presents a balanced and fair approach. Reflects on her ideas before speaking. Has a tremendous amount of Michigan municipal experience, which could unlock new opportunities for ideas and with state/federal support. Spoke to fostering diversity and creating an inclusive culture more than others.

Her experiences with struggling communities is a positive in times of fiscal challenges. Local resident. Experiences at the municipal and state level. Focus on strategic planning.

I was impressed with her record of municipal administration and professional qualification. She would be a good administrator for a city facing different challenges than Ann Arbor faces.

Steady.

Values open/transparent communications, and is an effective communicator. Understands roles and responsibilities of city administrator, council, and appreciate Joyce's emphasis on role of Administrator as "implementer" of policy. Person of integrity, respectful of staff, exhibits leadership style that would be collaborative, decisive, participatory. Financial acumen and mgmnt. expertise a strength. Endorsed community driven decision making in other communities. Years of experienced gleaned from working in various aspects of local gov't. in other communities. Very likeable/personable/approachable.

Joyce is clearly a career professional and has a deep knowledge of city, county, and statewide issues. Her special interest in A2Zero and our affordable housing goals would be valuable to the City.

financial acume

She seems most skilled at stepping into highly dysfunctional situations and teasing out a solution where previous leaders have failed.

Extensive experience in administration

Areas of concern:

The experience as an emergency manager, especially the decision to hand over the schools in Highland Park to a charter, is a deal breaker for Ann Arbor. In addition, I did not see any particular vision or connection to our community.

Her leadership style was unclear. Her communication style may not motivate and inspire. Seemed very focused on accomplishing tasks and plans responsibly, rather than leading organizations of people to accomplish great things.

Her experiences seem focused too much on bailing out troubled assets, which is not where Ann Arbor is today, despite the potential revenue shortfalls.

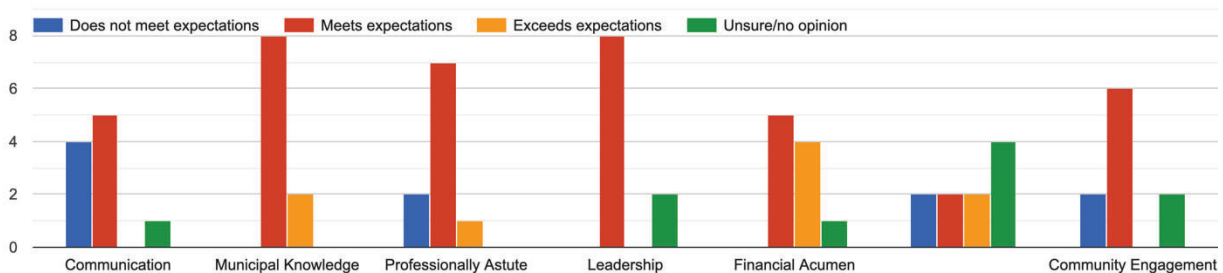
I am concerned that she has not run a city the size of Ann Arbor and has not been an administrator in a city for longer periods of time.

Looking for more drive.

Interest in job related to "professional development goals", and personal goals. Application of real life pgms./strategies from experiences in other communities to AA not offered when asked. Ann Arbor issues are complex and there's concern that we do not have time for Joyce to climb the learning curve about our issues.

History as an Emergency Financial Manager and privatization of Highland Park School District I don't believe that her experience matches where we are as a community-- I feel like we are a successful organization that needs supportive leadership but what she offers is emergency triage. Lacked enthusiasm and answers were very general, not personal examples.

Please rate this candidate in the following criteria:



Additional comments:

Liked her thoughtful responses, I have concerns about some of the projects on her resume because I have seen the outcomes of those efforts and they were not extraordinary, to be fair she had little to work with.

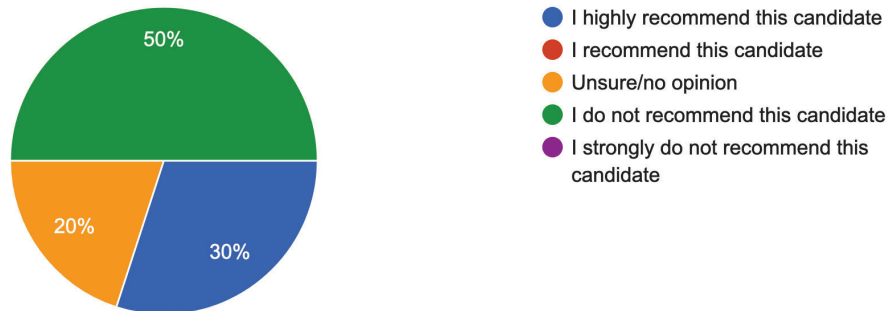
I don't think she's a good fit because of her past experience as an Emergency Financial Manager. This would put her behind the 8-ball on day 1 with our residents and that's not fair to her and just sets us up for failure.

I'm very concerned about how she would lead in a community where there isn't an overwhelming crisis, where our policy debates are more nuanced (and require a scalpel rather than an axe)

Cara Pavlicek

For the role of City Administrator:

10 responses



Strengths/positive qualities:

Ms. Pavlicek's approach to management of direct reports was detailed and impressive. She strikes me as a hard worker, who is meticulous and enjoys taking on significant challenges. I believe that Ms. Pavlicek is forward thinking, process oriented, and has the experience and ability to improve staff morale.

Engaging personality and high-energy individual. Brings perspective from other communities/states. Passionate about work and opportunity. Loves the communities in which she works. Experience working with complicated/powerful stakeholders. Only candidate to speak about foster teamwork to get more accomplished. Favors over-communicating rather than risk under-communicating. Organizes thought and approach very intentionally.

Since we have not really worked with this person, some of this is just impressions from the interview. A direct communicator, seems like someone who would be very hands on with staff, expressed interest in expanding communication efforts with residents.

Ms. Pavlicek seems capable and has experience running smaller organizations.

Clear and crisp. Thoughtful. Positive energy. Professional.

Effective communicator based on description of wkly. communications w/staff; available to talk w/and meet w/people. Professionally astute: in addressing Q re: progressive initiatives, balancing current and future residents' needs, handling a split council vote on an issue, responded professionally, realistically, honestly. Spoke to fact that "resources are finite", council is a "representative democracy", role of city administrator is implementer, need to balance fin'l. impacts on current communities, understand concerns of residents. Mature, representative service delivery mindset. Leadership style: described as "architect of 'yes'", values different perspectives, encourages people to innovate/excel, someone who is ethical, accountable, truthful, treats people with respect. Presented herself as a strategic thinker.

Cara interviewed well and clearly has a strong commitment to public service and good governance.

positivity

She gave a very good interview and believes in the initiatives she has spearheaded

Very pleasant and enthusiastic.

Areas of concern:

I would like to learn more about Ms. Pavlicek's vision for Ann Arbor. Oak Park to Ann Arbor is a jump in organizational size and scope of initiatives. There were times when some detail was lacking in her responses to questions. I'm unsure if this was due to the format of the interview or some lack of preparation on her part.

Has never worked in a Michigan municipality.

Seemed unconcerned over residents being 'left behind' as city moved towards more electronic communications, also sounds like staff would have more say in processes and would be protected from criticism which was the problem we had with the last HR director - things were kept hidden. I got the impression this candidate would grow the bureaucracy at City Hall at great expense.

While capable and experienced, I think she would require considerable time to come up to speed in Ann Arbor. The current fiscal constraints need immediate attention and engagement that cannot wait for her transition.

lack of familiarity w/AA; Oak Park is much smaller community; concern re: Downers Grove departure. Financial acumen is particularly important attribute for AA at this time, and learning curve for this aspect of city operations would pose difficulty for mgmnt. of city at a time when stability and knowledge are critically needed.

Due to the multiple complex challenges facing the City, we do not have the luxury of time for Cara to climb the learning curve and learn about our situation and systems.

lack of equivalent experience. Lack of knowledge about A2

I felt she stumbled most in trying to articulate how her subordinates viewed her-- she revealed a lot in expressing uncertainty ("I would hope that they..."), which is concerning to me.

Relationships are a really important part of this job, it's not enough to simply hope or offer good intentions about them.

Lack of experience in a city the size of Ann Arbor.

Please rate this candidate in the following criteria:



Additional comments:

Seemed like a competent candidate but would like to know more about her ideas and plans to successfully carry out certain policy matters.

I was very disappointed in the lack of engagement about key ann arbor issues - particularly the current dialogue about policing. I would like to hear more from her in a public forum with residents.

Her approach - how she discussed goals and projects in Nebraska and Oak Park - is not well aligned with a community like Ann Arbor. Her experience seems to be about egging on explosive growth (in a less urban setting) or fighting for relevance in a larger metropolitan area.

She seems to have been competent in both of these situations, but Ann Arbor is very different.

As our community wrestles with thoughtful (and environmentally responsible) growth, I can't see bringing in someone with this perspective.

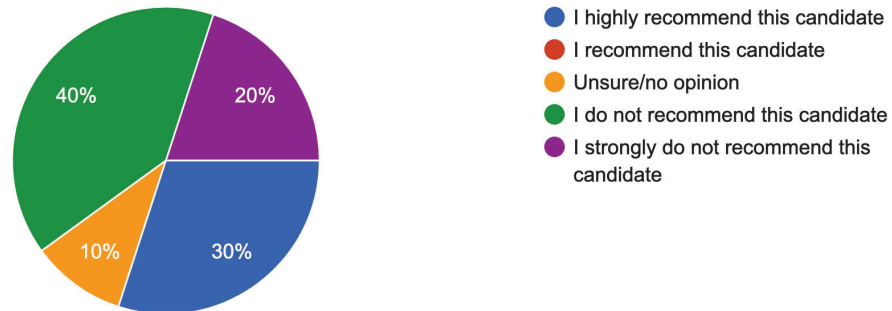
Would be a positive influence on members of any team she joined.



Eric Wobser

For the role of City Administrator:

10 responses



Strengths/positive qualities:

I was impressed with Mr. Wobser. He is an energetic complex thinker with a track record of innovation and success. I was particularly intrigued by his ability to build partnerships, his analytical skills, and his passion for Ann Arbor. I can envision Mr. Wobser inspiring staff to be creative and deliver on both basic services and initiatives on housing and carbon neutrality. Loves Ann Arbor. Highly motivated and inspires excitement. Very focused on innovation and progress. Wants Ann Arbor to be a leader. Brings excitement about our specific initiatives and priorities. Has track record of success in very tough conditions. Will share opinion. Has track record building bridges. Experience accomplishing capital projects without much funding. Experience managing tight budgets. Most researched and prepared external candidate. Is a rising star who could make a big difference.

I actually really liked this candidates responses, and I think he would be great in our staff hierarchy somewhere for example as our assistant city administrator. He seemed very earnest, intelligent and willing to put himself out there for this job. From the interview I liked his remarks about 'building better systems' for communications and addressing mundane resident concerns, also liked his comments about opening communications with neighborhoods and seeking consensus on issues.

I appreciate his long tenure in his current position. He seems well suited to running a small town. Energetic. Thoughtful. Systematic thinker. Answered questions directly. Expresses excitement about local government.

Provided examples of good outcomes in Sandusky which were created by good communications, developing mutually beneficial partnernrrships, rebuilding relationships. Spoke to his "open door" approach to communications. Presents as very approachable.

Eric's history of graduating from UM Law School and visiting Ann Arbor often, show that he is familiar and aware of Ann Arbor's challenges and issues. His enthusiasm was refreshing and an inspiration.

He did his homework and prepared answers for his audience. He was the best prepared to talk about Ann Arbor

He is clearly a big cheerleader for his home town, you can feel his enthusiasm and commitment to improving his community. His eagerness to bring people together is wonderful.  
 Very intelligent and confident

Areas of concern:

Mr. Wobser is a big talker. While he eventually came around to answering questions, there were times when I wish he had been more direct and succinct. I also have some limited concerns regarding the jump from a small hometown to a larger community.

May go outside his lane (this can be a beneficial feature). Less experienced than other candidates. No Michigan municipal experience.

Somewhat lacking in experience in the big picture tasks of a City Administrator.

I am concerned that Mr. Wobser's experience in a town with a smaller population than the University of Michigan student body is not ready for the job of City Administrator in Ann Arbor.

Speaks to audience; praised AA as progressive community, cited initiatives he'd like to work on (affordability, climate change, social justice) more with eye to policy setting, than managerial, day-to-day operational approach. Sense day-to-day operational aspect of job not primary interest.

Leadership style: advocated for stronger Mayor/council role vs. council/mgr. form of AA gov't.

Ann Arbor needs an exceedingly well-rounded and seasoned professional, and Eric may need more experience to tackle and master the budget challenges facing A2 in the years ahead and budget shortfalls.

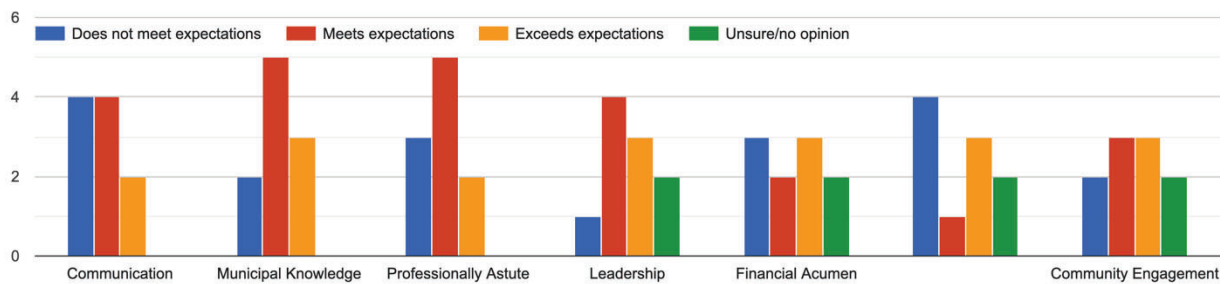
Sandusky is not Ann Arbor. It's not even Canton. It's a big leap for him and maybe he'll excel.

However, I would like to see how he interacts with and answers questions from the community.

I don't believe he has experience managing a community of nearly the size and complexity of Ann Arbor.

Gave lengthy responses, sometimes without completely answering the question.

Please rate this candidate in the following criteria:



Additional comments:

I think this candidate would be a benefit to a municipality like Ann Arbor as someone in charge of special projects, or communications. My first impression was "this guy is really punching above his weight" in the interview which is a positive. I wish he had more HR experience he might do well in that role working with staff.

I would like to see how he interacts with and answers questions from the community. Please bring him in for the opportunity to meet with the public.

I appreciate that he has a strong connection to Ann Arbor and recognizes a lot of what makes our City special. However, all of his experience in Sandusky seems to be centered on revitalization and partnerships to expand/diversify industry. I don't know how his skills transfer to Ann Arbor.

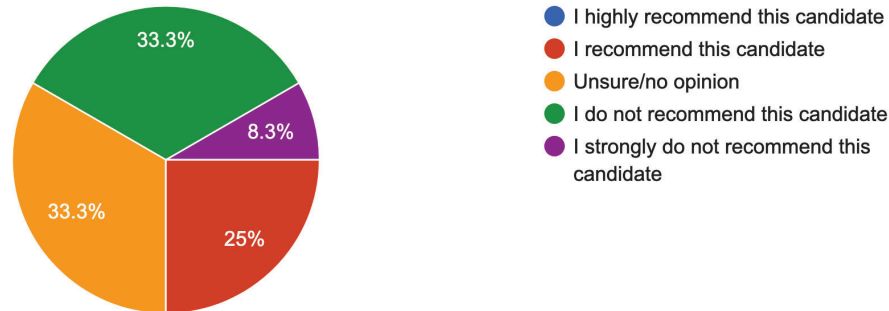
I did not get a sense of his leadership style; answers focused on his expertise and accomplishments. Would hire as a consultant/project manager rather than a city administrator.

## City Staff Feedback:

Eric Wobser

For the role of City Administrator:

12 responses



### Strengths/positive qualities:

energetic

Eric is a good communicator and clearly has a passion for public service. He seems to be collaborative and engages with his staff and his community in a thoughtful way.

Passionate & well-versed

He understood that defund the Police was really a discussion of community policing. His Vision for City Hall was a supportive culture.

Eric has good experience working in a smaller setting. His time in the Cleveland Mayor's Office is an exception, but he didn't present any accomplishments in that position and it is hard to tell what his role was. Forward thinking, seems capable.

Lots of experience working in with little resources and challenging environments.

Good communicator. Experience leading a full-service city. Did his research on the city and was well prepared for the interview. Communicated good real-life examples or work experiences related to the position.

Extremely well-prepared for interview. He tied in his experiences with specific examples.

Appears to have done well for current City.

Solid communicator, did his research on Ann Arbor, covered a lot of topics.

He has many examples of his previous exposures and can tell the story.

Good research, specific examples, strong speaker, strong traditional City Manger, balanced skill set

Collaboration and empowering staff.

### Areas of concern:

not enough experience yet

His current role and experience may not closely align with the City of Ann Arbor.

Comes from a very small org. I question the scalability of his experience.

His experience is in "reassembling" a government after financial cuts. That is not where Ann Arbor is at. It does not appear that he tested out his video presence before the interview. He was in the shadows.

I am not sure he expands on the talents that we already have.

Although worked in the City of Cleveland for a few years, his other previous experience is with smaller organizations and feel it may not translate well to the City of Ann Arbor. As always, concerned that this position is a stepping stone. We need stability at the leadership position.

Overall concern is that would need to have more information about candidate before making decision. There is simply too little information. Recommend another round of interviews. At minimum would have to spend more time with candidate and do more due diligence. Concerned about shift from smaller city to Ann Arbor (although he is clearly talented.) I believe experience in larger setting is necessary. This position needs an experienced city administrator.

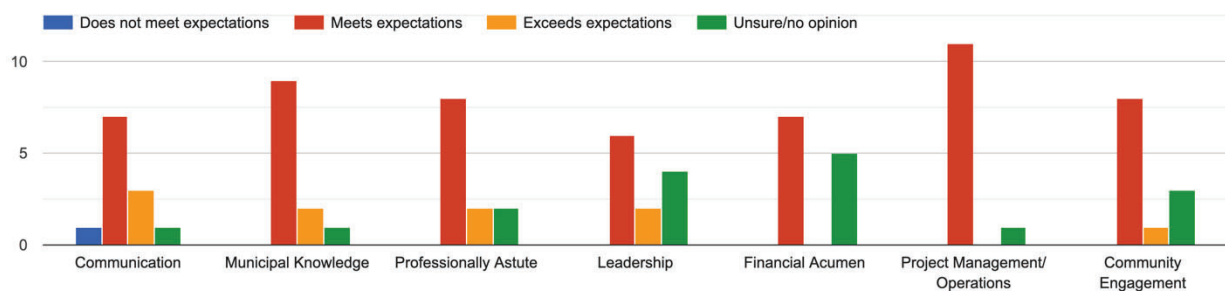
45 minutes is inadequate to make a determination for City Administrator. I strongly, STRONGLY recommend we bring top candidates back for a 2 hour presentation and open Q&A with the public and all staff. The interview on Thursday gave me one data point in which to evaluate potential candidates. In order to make a holistic determination about their skills, competencies, and ability to serve in the most important role in our City, I think we all need more time with the candidates. As such, I'm using this evaluation as a means to recommend who I think we should be inviting back for a second interview. To reiterate, I think it is nothing short of an extremely flawed process to hire someone based on a 45-minute interview and with only 28 hours for the public and staff to complete evaluations. I do not support hiring any of the candidates based solely on one 45-minute panel discussion.

Unsure if his many experiences were based on his actions or the group.

Lack of focus in answering questions, not concise, limited experience in municipal government especially Manger/Council experience, does not bring new expertise of skill sets to the existing team

Spoke very fast with long answers and we didn't have enough time for many on our panel to ask questions. Video had very poor lighting and was crackly. Not enough municipal experience.

Please rate this candidate in the following criteria:



Additional comments:

Eric's experience is with distressed communities and stemming the financial losses and getting the community "back on their feet". This is not where Ann Arbor is at. I am unsure whether Eric

has the experience to take Ann Arbor from where we are to the next level of a high performing community.

The vetting process was not long enough for these candidates, so it is hard to make a judgment. I would have appreciated more opportunities to meet with them.

The process of hiring a new city administrator by a Council losing 5 members is procedurally improper in any organization and should be addressed. I recommend that a new search be done in January.

To reiterate: 45 minutes is inadequate to make a determination for City Administrator. I strongly, **STRONGLY** recommend we bring top candidates back for a 2 hour presentation and open Q&A with the public and all staff. The interview on Thursday gave me one data point in which to evaluate potential candidates. In order to make a holistic determination about their skills, competencies, and ability to serve in the most important role in our City, I think we all need more time with the candidates. As such, I'm using this evaluation as a means to recommend who I think we should be inviting back for a second interview. To reiterate, I think it is nothing short of an extremely flawed process to hire someone based on a 45-minute interview and with only 28 hours for the public and staff to complete evaluations. I do not support hiring any of the candidates based solely on one 45-minute panel discussion.

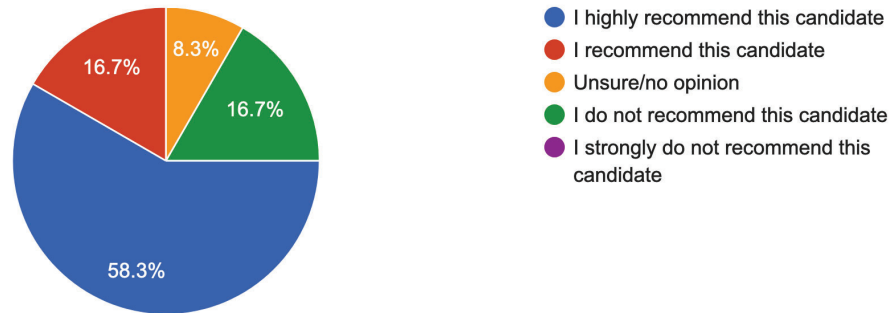
He seems more politician than administrator.

Good interview, just did not seem to bring anything additional to the team, lacks the experience to deal with the complexities of Ann Arbor including the relationship with the UM, especially in such an unknown time

## Tom Crawford

### For the role of City Administrator:

12 responses



### Strengths/positive qualities:

Good communicator, checks in with people when has questions. Willing to challenge self and own views over time. Believes in human decency and cooperation.

Tom is a strong leader and his experience in the community and in his role at the City makes him an extremely strong candidate. He will bring stability during a difficult time and is invested in the organization. He is a strategic thinker and is data driven. Tom is very collaborative and works well with staff and council. He believes in the City's mission sets a positive tone and works to motivate staff. He sincerely cares for the organization and its employees and would be an excellent administrator.

Mr. Crawford has solid technical skills and a clear understanding of our community. He was the only candidate to express genuine care for government processes, employees, and the community. He expressed a clear vision for the City, and offered thoughtful, strategic ideas to achieve results.

Tom has a healthy, positive outlook on the culture for the city. He has a realistic view of the issues facing the City, Covid & economically. He recognized the issue of staying focused on the large items and not being drawn down to the daily minor operations, to aligning finances and goals. Tom understands the issues presented by "defund the police movement" and what can be constructive outcomes from those initiatives. Tom has a direct style of communication (a little bit of stream of consciousness) but you know what he is thinking. Tom has developed a relationship with the University of Mich. Tom has done very well at guiding the City of Ann Arbor through tough budget issues by looking both at revenues and expenses and choosing a path forward. Tom is a champion for local government being part of the solution to housing issues. He understands that how services are delivered in the future will be different because of what has been learned through Covid.

Financial acumen. Loves Ann Arbor.

Mr. Crawford knows the City, Council, and staff. He guided us successfully through the COVID-19 crisis, which is one of the greatest emergencies that has had a direct impact to Ann Arbor in

the modern era. Mr. Crawford is a stabilizing force and has the financial knowledge to guide us through the financial challenges ahead.

Most Municipal experience of all candidates. Has vast knowledge of all aspects of the city and all community members. Very diplomatic and can bridge gaps among council members as well as staff. Understands not only the political climate, but has a deep knowledge of city operations. Tom's passion to lead the city was very evident. Tom's performance as the Interim City Administrator, especially during the pandemic, has been exceptional. I like the agile and resilient approach he would bring to the job and his compassion for our employees.

The candidate had several good answers during interview, particularly what he had learned from prior City Administrators. He has done a good job communicating to the employees during the pandemic.

Tom knows the City as the Acting Administrator. He'd be a safe choice for the position in some respects.

Knowledge of strengths and weaknesses and proven financial steward

Understands the job and all of what's entailed, can continue to move the City forward from day one, has already led the City successfully through a global crisis, understands the soul of Ann Arbor and genuinely seeks solutions that are community based. Has earned the trust of staff, Council and Community, that should count for something.

Strong internal knowledge and background. Has served previously as Interim City Administrator 3 times. Familiar with budget constraints, municipal challenges, currently managing city during pandemic, and has community and political support.

Areas of concern:

None

Conservative in approach to change. I believe Tom wants to and is willing to make bold changes but because he is slow to embrace and support those changes, it can be unintentionally defeating. Tom does not have multiple years of experience dealing directly with City Councils. Does he have the "back bone" to push back at City Council and endure the pressures? So far what I have seen, suggests he can resist the pressures of City Council but remains unproven.

Does not have general government management experience and will have a very steep learning curve. Did not give a great interview.

The interim city administrator positions are not equivalent to being an actual city administrator. Managing to 60 employees is not the same experience as managing a large organization. Didn't articulate fully a longer term vision for the City.

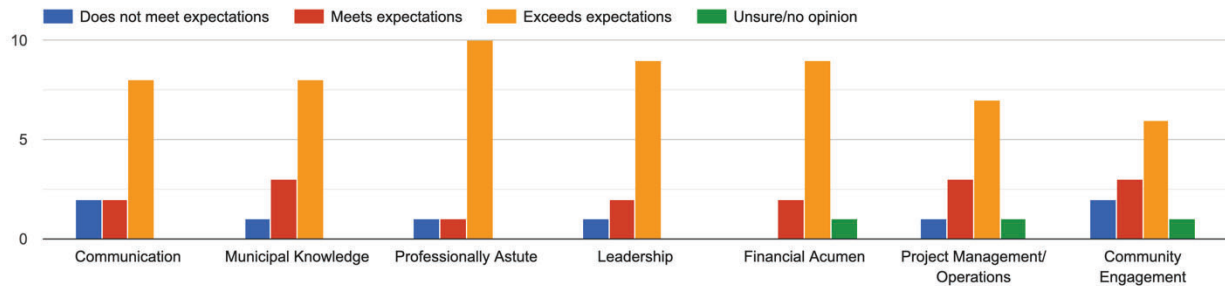
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Ties to many people here and may not be able to push certain staff on evolving.



Transitioning from CFO to leader, pushing the envelope when necessary, decisiveness  
 Ability to gain momentum for new project during challenging financial times.

Please rate this candidate in the following criteria:



Additional comments:

I support Tom as an acceptable choice as the City Administrator because he is someone I am familiar with and know what to expect from and I work well with him and he does a good job. However, ideally, I would like to work with an Administrator that is a barrier buster, brings a new perspective to the community and is less conservative in their approach.

Top choice

Tom would serve the City of Ann Arbor well as a City Administrator.

Mr. Crawford is my #1 pick.

Tom has proven he is an exceptional leader and has dedicated most of his career to the city. The city need stability at the Leadership level and Tom will provide this.

The interviewing process of the external candidates should be continued so that a better comparison can be made of internal versus external candidates. Further, any hiring by Council should be postponed until new Council is seated. It is unfair to any selected candidate.

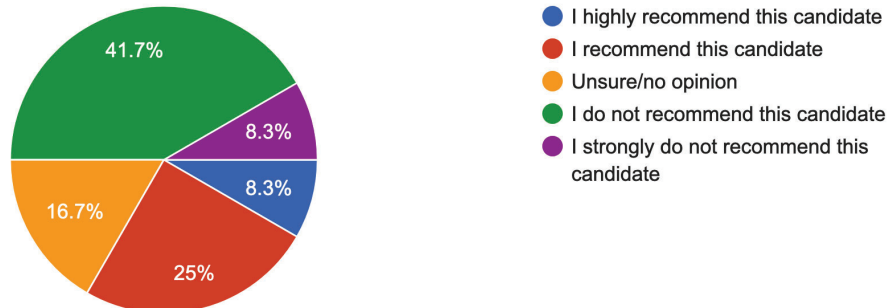
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When Howard left Tom not only took the job but reminded us all why we should still be excited to work here, why we should still be excited about A2. He didn't hang his head and reluctantly agree to do it, he believed it was a genuine opportunity to lead and he stepped up for all of us when we needed it.

## Joyce Parker

For the role of City Administrator:

12 responses



### Strengths/positive qualities:

Lots of experience, calm and intelligent. Seems like she would be the calm amidst a storm in an emergency and able to manage a divided city council.

Excellent credentials, very knowledgeable, experienced and collaborative.

Ms. Parker is technically proficient. Strong understanding of MI muni government. Experience with University settings.

Joyce has past experience in local government.

Experienced. Professionally astute. Would be a competent manager.

Lots of experience with different communities.

Lot of good experience in local government with a wide range of jurisdictions. Knows how to use resources. I like her open-door policy and leadership style to work collectively.

Candidate has a wealth of experience and would be a good resource to staff. Candidate gave several good answers in interview.

She's had a vast professional career

She seems steady and fair.

Quality experience, clear, well thought through responses, strong management skills, passion for public service

Strong local and state government background. Desire to serve in county where she resides.

### Areas of concern:

none

Some answers were very general in nature, as if she had no direct experience in those areas. She did not convey a familiarity with A2.

Joyce did not have a well thought out answer for the "defund the police" question. While Joyce claimed she had experience with University in a Municipal setting, SVSU is not the same heavy weight that U of Mich is. Joyce's recent experience is compliance/regulatory related and not operational at the muni level. She had not looked at City of Ann Arbor specifics; clearly had not looked at A2zero.

She is not a strong communicator, and I did not see any vision from her. I do not think she has a strong enough personality to manage in the Ann Arbor political environment.

Did not seem to be overly excited about Ann Arbor. Also have concerns about how long she would stay. We need a stability in the manager position.

Lacks some specific departmental experience other candidates possess as City Managers. Only 4 years as a City Manager.

Disappointed that candidate did not fully reveal what she could do for Ann Arbor. She was not as prepared for the interview and seemed to not anticipate some questions. Being a consultant for last 6 years is much different than actually managing a City.

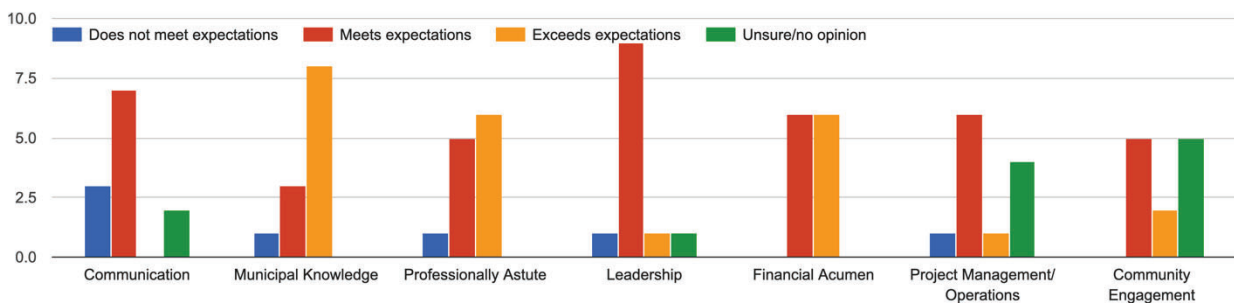
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She doesn't seem outwardly passionate about this position.

Lack of familiarity with specific issues and plans in the City, lacks significant experience at any one community, significant amount of experience focused on specific crisis management

Ability to energize, motivate, and be a strong leader during tough political and financial times.

Please rate this candidate in the following criteria:



Additional comments:

Ms. Parker has a strong reputation with people who have worked with her in the state. She has worked in communities with low resources and much more significant problems than Ann Arbor has ever faced. I believe she would bring an understanding and perspective about inequality that Ann Arbor needs.

Joyce seemed not to be invested in seeking the job.

The vetting process was not long enough for these candidates, so it is hard to make a judgment. I would have appreciated more opportunities to meet with them.

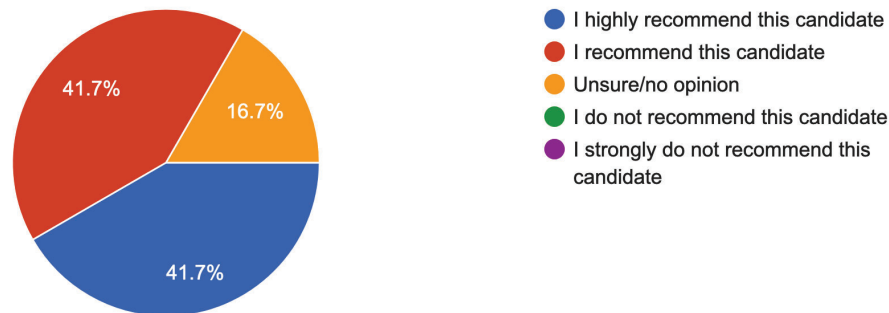
As with all of the candidates, I need more information. The process needs to be continued longer or delayed until January.

To reiterate: 45 minutes is inadequate to make a determination for City Administrator. I strongly, **STRONGLY** recommend we bring top candidates back for a 2 hour presentation and open Q&A with the public and all staff. The interview on Thursday gave me one data point in which to evaluate potential candidates. In order to make a holistic determination about their skills, competencies, and ability to serve in the most important role in our City, I think we all need more time with the candidates. As such, I'm using this evaluation as a means to recommend who I think we should be inviting back for a second interview. To reiterate, I think it is nothing short of an extremely flawed process to hire someone based on a 45-minute interview and with only 28 hours for the public and staff to complete evaluations. I do not support hiring any of the candidates based solely on one 45-minute panel discussion.

Cara Pavlicek

For the role of City Administrator:

12 responses



Strengths/positive qualities:

Engaging, thoughtful and experienced. Strong leadership qualities

Great communicator, very charismatic and personable. Strong leadership qualities.

Ms. Pavlicek displayed a solid understanding of major municipal issues. She thinks strategically and has a vision for the future.

Cara has a positive view of the role of City Administrator as the conductor of the orchestra, but yet having the nimbleness to change the music at Council's direction. Being supportive to both staff and council. She understands the role that local government can play in housing/homeless issues. Cara has dealt with budgets in stress and has a rational method of dealing with the issue. She understands the future of local government is being changed by Covid and how business is done in the future will be different from what has been learned.

Cara is easily the most impressive of all of these candidates. She has a lot of experience as a city manager across several municipalities, she is accomplished and deeply knowledgeable of municipal operations and policy issues, she is an excellent communicator, and I was very impressed with her answers on how to manage the staff-Council relationship. I think she would be an excellent leader for this organization.

She really brought enthusiasm about this position and seemed to be excited about Ann Arbor.

She had valid reasons why she wanted to leave Oak Park. She has been there for a long time.

Very knowledgeable.

Good communicator. Liked her approach towards modernizing the city. Leadership style described as a conductor was impressive as well as Cara's approach towards employee satisfaction and strategic planning. Cara seemed to like the political aspects of the job.

Gave the overall strongest and concise interview. Some of her answers demonstrated a very deep understanding of working in a bureaucracy. Gave good answers regarding overall governance issues. I highly recommend this candidate at this point, as she is likely to do the best job of the four candidates working with staff and council to develop the best model of good government.

The vision of government as steward for the future was keenly articulated.

Excellent communicator, inspirational, authentic, organized.

She seems passionate and innovative. She would seek movement and change. Excellent communicator, strong vision, appears to be a consensus builder, clear concise responses, Desire for high quality service delivery to rely on people equipment, and technology. Well-spoken and polished. Politically astute and knowledgeable about a wide variety of municipal topics.

Areas of concern:

None

Answers seemed to indicate that she may simply acquiesce to council, rather than help to guide council to optimal solutions.

Cara has not worked in a community as large and well educated as Ann Arbor, which presents some unique challenges. Her view that local government is for future generations is a healthy outlook that will be challenge by the politics of now.

Only concern is her lack of experience in college cities, but I don't think that is such a distinguishing feature that she would struggle with it.

Although Cara had experience with a larger city, her City Manager experience is with smaller jurisdictions that may not translate well to the City of Ann Arbor. Again, I would also be concerned about stability in the position and may be a career stepping stone.

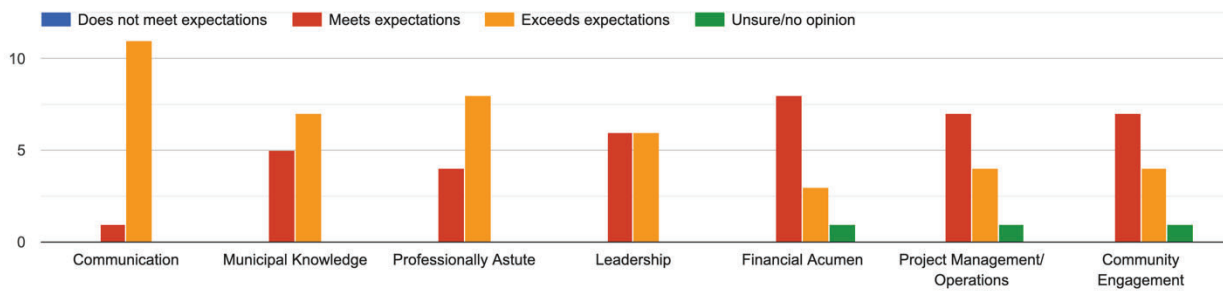
However, need more information on how she has performed in current role. Need more information of her relationship with current staff and council.

45 minutes is inadequate to make a determination for City Administrator. I strongly, STRONGLY recommend we bring top candidates back for a 2 hour presentation and open Q&A with the public and all staff. The interview on Thursday gave me one data point in which to evaluate potential candidates. In order to make a holistic determination about their skills, competencies, and ability to serve in the most important role in our City, I think we all need more time with the candidates. As such, I'm using this evaluation as a means to recommend who I think we should be inviting back for a second interview. To reiterate, I think it is nothing short of an extremely flawed process to hire someone based on a 45-minute interview and with only 28 hours for the public and staff to complete evaluations. I do not support hiring any of the candidates based solely on one 45-minute panel discussion.

I have no concerns.

none

Please rate this candidate in the following criteria:



Additional comments:

Ms. Pavlicek is my first choice candidate. I loved her brave and honest responses which showed her depth of experience and leadership. I believe her values and governance approach are a good fit for Ann Arbor. She is willing to talk about inequality and structural racism, which our community needs to address.

Second choice

I would desire a second chance to meet with the candidate to discuss in greater detail her views and experiences in engaging the community in communications and inputs.

Ms. Pavlicek would be my #2 pick. She would also do well.

The City needs more information on all of the candidates to make a proper decision. It is not in the City's interest to make a rushed decision on this matter. It was not improper to begin this search in June, however given the current situation it is not appropriate to continue the process with only the information gained so far. I recommend a next round of interviews at very minimum.

To reiterate: 45 minutes is inadequate to make a determination for City Administrator. I strongly, STRONGLY recommend we bring top candidates back for a 2 hour presentation and open Q&A with the public and all staff. The interview on Thursday gave me one data point in which to evaluate potential candidates. In order to make a holistic determination about their skills, competencies, and ability to serve in the most important role in our City, I think we all need more time with the candidates. As such, I'm using this evaluation as a means to recommend who I think we should be inviting back for a second interview. To reiterate, I think it is nothing short of an extremely flawed process to hire someone based on a 45-minute interview and with only 28 hours for the public and staff to complete evaluations. I do not support hiring any of the candidates based solely on one 45-minute panel discussion.

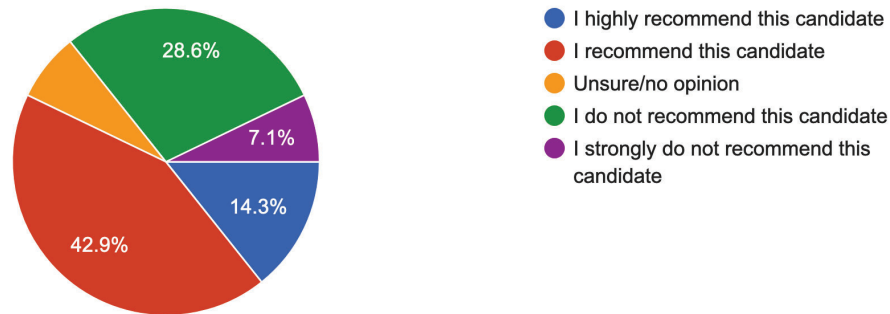
Strong interview, best of the four, did not see enough to exceed the skill set and abilities Tom has demonstrated to lead the community and staff.

## Community Panel Feedback:

Cara Pavlicek

For the role of City Administrator:

14 responses



Strengths/positive qualities:

Qualified. Competent. Experienced. Good level of municipal knowledge.

Exudes warmth, felt genuine in her responses

experience with working with universities & had a good understanding of the challenges it can play in the community & a positive approach to working with them. well spoken, positive, spoke to doing things differently

Well versed and articulate in city procedural issues (example permit processing). Her personality would make her very easy to work with and allow her to earn trust.

Good communication was clear and concise. Her experience was reflected in the interview.

Had clear ideas re: DEI and housing

Ms Pavlicek has a broad experience base that would transfer well to Ann Arbor. Coming from Oak Park, I feel she would have a critical understanding of how Ann Arbor functions, not only as its own community but also as an integral part Washtenaw County and Metro Detroit. What we do in our City has ramifications for an area much larger than the city's boundaries.

Warm, interviewed well and professionally. Articulate.

Strong responses to all questions with demonstrated examples of outcomes.

personable, easy going style, engaging

Developed an education program for early education. She developed a diverse staff.

Reconfigured Building permit process. Works well with outside groups and has strong project management.

Accomplishments were impressive and across the various roles of a city administrator.

Appreciated her budding training in the area of diversity. Like that she is a 'servant leader'

- Throughout our interview, Cara truly seemed to listen to the questions asked and engaged with her interviewers. - Her face-to-face communication style significantly exceeded my expectations after watching online Q&A, and she left the impression that she could effectively manage staff in a way that both inspires and motivates them.



Areas of concern:

She appears to be more a manager than a leader.

Didn't seem to have depth of background to really help take Ann Arbor to the next level

Size of communities Cara has worked in. Much smaller suburban communities located in larger metropolitan areas.

none

She does not have experience with a city/staff/budget of our size. Her answers, tho crisp and easy to follow, were thin on substance.

Transitioning to a new environment and developing relationships amidst the pandemic.

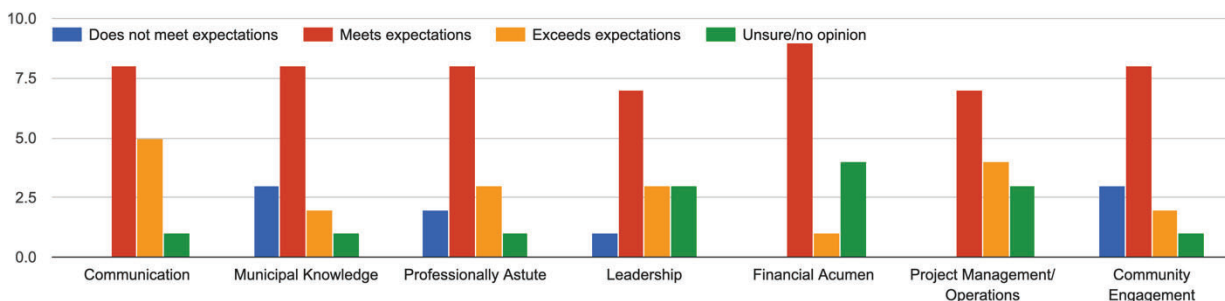
Making a leap from much smaller communities (fewer employees and smaller budgets) to the complexity of the Ann Arbor community seems ripe for a long learning curve.

I have concerns about her role working with the UM and what it would mean to the Ann Arbor community.

Her interview was not impressive. Often it was not clear what HER role was in the various accomplishments listed in her resume. Too many 'we's' and not enough "I led..." Concerned about her lack of demonstrated work engaging people of color and/or people of modest incomes.

- Cara's management experience is based largely in significantly smaller communities than Ann Arbor, which could potentially. - While she answered questions honestly and directly, I felt that several of her answers were lacking in depth and specificity.

Please rate this candidate in the following criteria:



Additional comments:

Very capable

Style of interview made it challenging to fairly rate candidate in each of these areas.

Appreciated her comments about a servant leader management style.

Two answers in particular worried me. She grasped my question very well, understanding that there can be a conflict between the longer vision of CM, Staff, and Master Plans and that of residents who are immediately affected by change like downtown density. But her solution to this problem--developers holding neighborhood meetings with residents before submitting site plans etc--was far from adequate to that difficult problem. In answer to a question about diversity, she cited an instance where staff offered helpful feedback on pictorial representations

of the community that were not representative of its diversity. I should think that would be obvious at this point in the learning curve on these matters and that she would be able to speak to things that are more complex. Seemed to have prepared but not in depth.

Excellent candidate

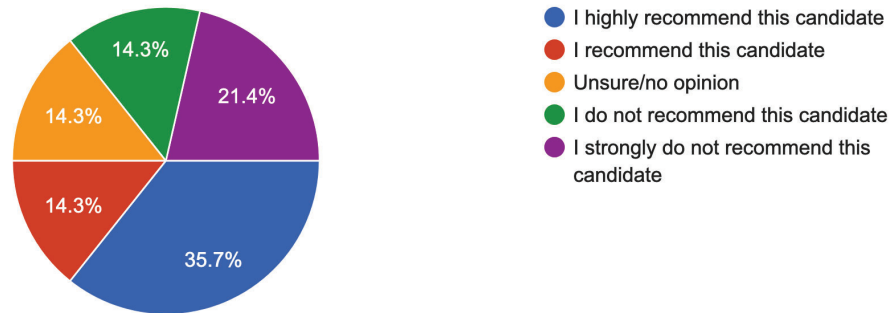
IF I were rank all of the candidates, she would come in last place.

I would love to see additional information from Cara or have the opportunity to ask additional follow-up questions about her past experience and vision for our community. While this interview was a great next step in allowing the community to weigh in on the hiring process, there were enough Community Leaders in the interview to prevent us all from asking a question of every candidate, and it was clear that significant and important perspectives were still missing from the panel. This also isn't a decision we should take lightly or one we should rush into without robust community engagement, an emphasis on transparency, and significant public input. Stakeholders and city residents have just the next 24 hours to share their thoughts with Council. It is my hope this is just another step in what should be an intentionally transparent, deliberative and inclusive process and that Council will decide to extend the community input period, establish a process to allow candidates to engage more broadly with the community, and ask candidates to provide additional information before making a final decision.

Eric Wobser

For the role of City Administrator:

14 responses



Strengths/positive qualities:

Sharp. Insightful. Politically astute. Well-spoken. Energetic/passionate. His ability to deal with sharply reduced budgets showed nimbleness. His commitment to community goals (eg affordable housing) was commendable esp given the push back from the community, plus his concern to support his councilmembers through the process reflects well on his understanding of how to get things done. Very impressive. He's a leader I would be excited to serve under. Answered questions with great depth. Exuded excitement about the position. Clearly put in the work to research the community and our current issues.

knows A2 well, seems to have a lot of experience dealing with similar challenges that the city faces, had great examples and seems to be particularly good at bringing people together & negotiating a win win scenario to solve challenges. He had strong knowledge of different tactics involved in increasing affordable housing & has experience with adversity as well as prosperity. Impressive range of experience from working in strong Mayor system in Cleveland, a non-profit development corporation to Sandusky city manager. Has made things happen in communities that want to see things happen. Would be a good fit with the incoming Council.

He was enthusiastic about Ann Arbor and worked to learn a lot about it for the interview.

Had ready answers for housing

Smart, passionate, and knowledgeable about policy; understands the importance of building coalitions and the politics of how to do it; gave a demonstrated example of reaching out to and winning over communities that feel excluded by city projects and decision making. I'm impressed at the record of encouraging economic development and housing development in places that were troubled and broke when he arrived. Hands down best prepared of all candidates re: what has been going on in AA this past year.

Good examples of public sector work. Strong in the area economic development

Approachable; very clearly informed; had points of reference to Ann Arbor; acknowledged the challenges of competing interests; at ease with questions. I appreciated his observation that it's important to avoid "sucking the joy" out of public work; understand the high value of supporting city employees.

He had a good example of customer service and leading by example.

Strong interview. Quite apparent that he did his homework. Showed in his answers, sprinkling in bits of knowledge of our city (Kerrytown, Zingerman, UofM, etc) Some of his experiences were very similar to what he would encounter in our city-liked his answer re: the most controversial issue he had to deal with. So appreciate his candor of his surprise that a parking lot would be such a big deal. LOL Some of his experiences are what I would like to have in our city: -meeting w/the people instead of sending his subordinates; -revitalization of communities; -appreciation of input from the broad spectrum of the city. -working w/a 'split' governing body around affordable housing -need for culture change -empowering staff to take risks He seems very personable. As a community member, I think he would be open to my invitation to get to know my neighbors. He has demonstrated his tenacity to deal w/a project and engage those often overlooked. I think I would enjoy working with him to make a community a better place.

- Claims to have strong professional relationships with public employee unions. - Expressed the importance of policy being set by Council, but still shared his own ideas and vision -- a valuable asset allowing balance between striving for new, fresh ideas, but ultimately allowing Council to set strategic direction. - Experience working within a community that has another large-scale entity (Cedar Point) often contributing both benefits and challenges to the city of which it is a part. This experience could lend itself well to working with the University -- another entity which is intimately intertwined with our city. - For him, it was clear that Ann Arbor -- where he attended law school -- is the dream job. He expressed that he wasn't looking to leave Sandusky -- his hometown -- but that Ann Arbor inspired his love of cities. I have confidence in his passion for Ann Arbor, and that he would be deeply and personally invested in our future. - Of all the candidates, he provided the most specific, well-researched, and comprehensive answers. He did his homework and is already intensely familiar with many of our challenges, and expressed that his desire to come to Ann Arbor was in part because of the ambitious goals we set for ourselves (citing A2Zero). - Incredibly strong responses on the need to develop a culture of superb customer service, in addition to the need for leadership from the top -- including Council and the Administrator -- to ensure consistently positive interactions with citizens. - Appeared to be a candidate who would develop a positive staff culture and strive to maintain high staff morale, with an emphasis on protecting the joy in public service work. This would have an incredibly positive influence on staff recruitment and retention. - He seemed to understand that effective leadership on issues of Diversity, Equity, Inclusion, and Justice -- both racial and social justice -- require deep and meaningful shifts in our city culture and require work throughout the community, as well, effective changes in recruitment practices, training, etc. from City Hall as an employer. His experience diversifying Sandusky's Police Department (citing 50% LGBT, BIPOC & Female) and other city departments seemed impressive.

Areas of concern:

none.

Doesn't have experience working in a community like Ann Arbor. Not sure he has the depth of experience to lead Ann Arbor forward.

he's very good at promoting himself, and telling his story- I'd want to check references to see if his accomplishments are corroborated if they are he's an exceptional asset

His answers were long winded and filled with a lot of "I"s. I tuned him out several times. His communication skills need sharpening. He would be a great candidate for a deputy City manager

position in a City like Ann Arbor. Not sure he's ready for the top spot in a complicated environment like A2. Sandusky was the perfect position for him because it was city desperate for growth and development. That's not Ann Arbor's profile where citizens want to build a park on top of parking garage foundation meant for a major high rise development.

He's not concise, and I worry about efficiency. Worry not strong in outreach in his decision making.

Had lots of numbers and prepared answers that did not address the heart of concerns; seemed to conflate Ann Arbor with Cleveland as being an urban area; seemed to pander to council; I doubt his ability to independently act

Ann Arbor is at a critical point in its development as a city. We are facing significant growing pains and need to face the reality that we are a community much larger than the residents who actually live within our boundaries. 113,000 people live in Ann Arbor but our Metropolitan area includes more than 300,000 people and we are part of the more than 4 million people who make up the Detroit Metro Area. I do not think Mr. Wobser's background coming from Sandusky, OH prepares him for the task of being the City Administrator of such a large area. We need someone who has already demonstrated competency working with this level of municipal complexity, not someone who is taking a major step forward in their career trajectory.

I think he has developed the skills that he needs to work in a City like AA, but I can see people raising concerns that this would be his first job as Chief Admin in a City like AA.

Depth of knowledge in key areas. Responses were light in the leadership area.

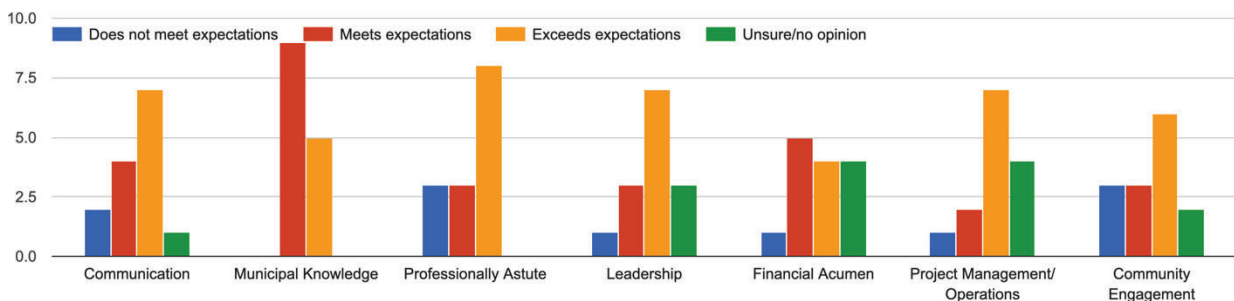
Other than the answers to questions were a little long-winded, only area of concern is his shorter length of experience as a City Manager in comparison to the other candidates.

I was not able to get a proper understanding of how he would work with the community. Many of his answers ended with how he would work with city council members.

Not clear how he will find allies that are needed to do this job well.

- Eric's comparative experience is limited to communities that are smaller than Ann Arbor (although, he has additional experience in Cleveland). It was my impression that his work in the smaller community of Sandusky had much more to do with his desire to give back to his hometown, than any deficiency in skillset.

Please rate this candidate in the following criteria:



Additional comments:

Very impressive that he was aware of the recent Lurie Terrace vote - only candidate to showcase that he had done his homework on the current issues in front of the city

Interview format made it difficult to rank the candidate fairly on each criteria. I believe Eric should be brought back for a second interview. He's a strong candidate, but it's not clear to me yet whether he has the type of experience to lead Ann Arbor and our staff.

very positive and seems like he is action oriented.

Would be my third candidate behind Crawford and Pavilicek.

Great answers on several points: 1) creating programs to market downtown spaces to unique local businesses; 2) overcoming resistance to the riverfront development program by ensuring that it would be a diverse public space and that people would see it that way; 3) wants to pursue affordable housing through market strategies related to land use, zoning, and ADUs as well as through development supported by public monies; 4) great emphasis on need to change organizational culture to meet transformational goals like diversity and accessibility and specific stories about ways he has done that in Sandusky; 5) great answer about owing his success to community partnerships but excellent acknowledgement that partners can have conflicting interests; 6) he said this and I loved it: "I fell in love with cities from an equity perspective, a sustainability perspective; we should all be living in cities." Hurrah!

Based on his background & experiences in the 14 years in city government positions, I have every reason to believe he would acclimate quickly to the Ann Arbor administrator role; and he came across as very politically savvy.

I cannot recommend this candidate because I really felt that his answers were more focused on how he would work for city council and not so much about how he would work with the community.

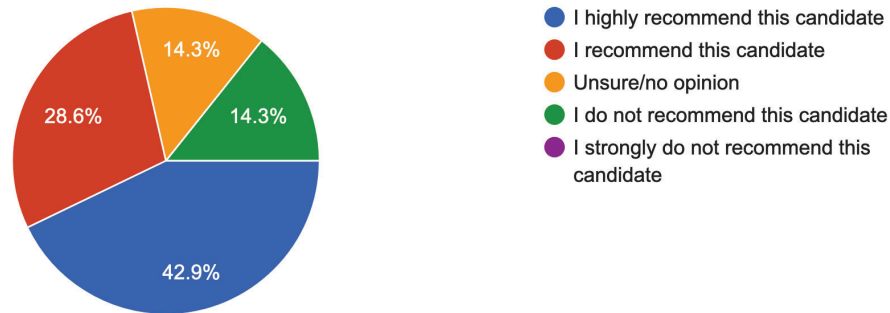
I want this guy! He is my #1 pick among all of the interviewed candidates.

Eric was, by far, the most impressive, prepared, and engaging candidate among the finalists. I would love to see additional information from him about his vision for the future of Ann Arbor, how he would steer us through increasingly challenging economic instability, balance our community's values with the need to deal with an impending COVID-related budget deficit, and regularly engage with residents non-profits, businesses, labor, neighborhood associations, the University and others to do the important work of running our city. The community should have the opportunity to meet him. While this interview was a great next step in allowing the community to weigh in on the hiring process, there were enough Community Leaders in the interview to prevent us all from asking a question of every candidate, and it was clear that significant and important perspectives were still missing from the panel. This also isn't a decision we should take lightly or one we should rush into without robust community engagement, an emphasis on transparency, and significant public input. Stakeholders and city residents have just the next 24 hours to share their thoughts with Council. It is my hope this is just another step in what should be an intentionally transparent, deliberative and inclusive process and that Council will decide to extend the community input period, establish a process to allow candidates to engage more broadly with the community, and ask candidates to provide additional information before making a final decision.

Tom Crawford

For the role of City Administrator:

14 responses



Strengths/positive qualities:

Very smart. Steady temperament. Is doing the job/no time needed to get up to speed. He's eager to be of service. He has stood tall during the pandemic as leader. He has a clear understanding of A2 values as our "north star". He appreciates everyone working at the city has a unique role to play (eg very comfortable with unions & admin & policy makers).

Deep understanding of Ann Arbor and institution, respected staff leader, compassionate leader knows the city, has a proven track record, committed to the city for the long haul and is very competent at a wide range of skills.

Tom has done a great job the three times he has been asked to perform the interim Administrator role. I have really been impressed this time how he has put his foot on the gas and moved the City in response to the pandemic. He understands the City's finances backwards and forwards and is creative in his thinking about where we need to go.

works to connect with stakeholders.

Knows Ann Arbor, has a lot of institutional knowledge, willing to learn

Warmth, humor, experience with Ann Arbor; I'm crediting him with the knowledge that I know he has, despite that it really did not show

Knowledge of the organization and the community. Understands the players and partnerships.

Tom is a known quantity; the role of city administrator has been entrusted to him during several periods of upheaval in city hall and there is no one among the candidates who knows what to expect better than Tom. And he shared that he "learned something" from each of the periods serving in an interim role. He is steady. My interactions with him outside of the interview have always been very positive; and his commitment to being an "active listener," is exactly how I would describe him. His financial acumen, especially in relation to a complex budget and multiple revenue streams, is a big advantage.

The candidate has an understanding of the community; has a vision for how he would implement processes; understand how to use resources

-Knowledge of the city -His commitment to the city and the job

- Would provide stability and continuity. - Undeniable financial acumen at a challenging economic time. - Already familiar with many/most of the important players and staff within the city, so in some ways, his growth curve may be smaller than other candidates in terms of how quickly he could "hit the ground running." - Seems to have a strong existing relationship with the University.

Areas of concern:

A 45-minute Zoom interview w/10+ people per panel asking questions from all sorts of areas doesn't showcase Tom's strength as a thoughtful reflective person.

His long-experience working in Ann Arbor is also a liability because it's limited his flow of new information and ideas. As we take on bold new initiatives, it's not clear that he'll be able to challenge and push the organization to reimagine and build a stronger and more vibrant future. Some concern that because he knows us so well he brings fewer new ideas to the table. He also seems to have a more reactive approach to leadership, didn't have great examples of where he led change.

Tom can be overly cautious but that may come with the territory of being interim so many times. My experience with the city manager form of government is that the most successful cities with that form of government are those where the manager helps to lead the city and is given the rein by the Council to do so. If Tom is given the ability to lead the city will thrive. If new Council avoids the micromanagement that they handcuffed the past two managers with Tom will facilitate great things...if they micromanage Tom will faithfully implement their wishes but the City will achieve less than it can.

n/a

Mr. Crawford should have a significant advantage in this search, given his tenure as CFO of Ann Arbor. However, his cover letter was uninspiring and did not make me feel that he has any key insights as to what sort of leadership Ann Arbor needs going forward. Having solid financial knowledge is important but being the City Administrator is much more than that. I do not see evidence of Mr. Crawford being an adept manager, collaborator, or visionary. Also, given the divisive political climate in Ann Arbor of the last several years, I worry about promoting from within already existing employees. I feel that Ann Arbor needs an incoming City Administrator who already has demonstrated their capabilities of being a community's leader.

His answers were rambling; his sentences were difficult to follow because he interrupted himself mid-thought; many of his answers were shallow: On development, "we need to do the best that we can at being Ann Arbor and the development will come"; On diversity, "this is a long journey. We need to start the organization on that journey and start to unravel the inequities." What does that even mean???? He cites the deer cull as a big victory but from my perspective based on what I've learned these past few months it is a big disaster in the Wards that have a lot of affected woodlands/parkland--and the distinction he draws to make this success measurable (he claims achieving a near 75% "acceptance" rate as opposed to 75% "approval" rate) has no real traction politically: I talk to many people who may be resigned to the cull but they neither accept nor approve it.

None

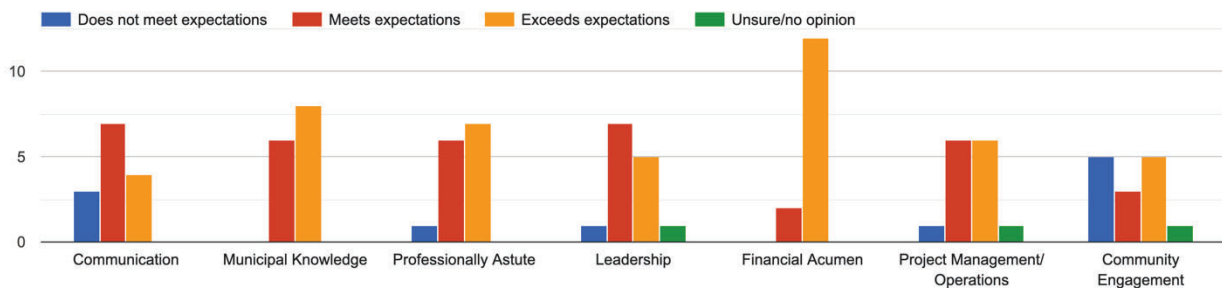
What is harder for me to judge is success in creating new/innovative approaches to city services and organizational changes. He has been a part of them, but I'm unclear how many he has led.



-Boring presentation, not sure how he would be engaging w/my neighbors -Will the selection of him affect the work of city council on its need to unify? -Not clear of his ability to be neutral in his work w/city council members -Unfortunately, the political baggage of city council taints my opinion of selecting hi as the next city manager

- Despite having significant experience in our community, answers to questions were surface-level and did not reflect his tenure in our city. - Seemed ill-prepared for our interview and many of his answers lacked depth and specificity, or worse, demonstrated a lack of knowledge about the specific issues of interest to community leaders. - While Tom expressed that he viewed his relationship with public employee unions as a partnership, he did not elicit confidence that he has or could maintain positive relationships with labor that would allow him to balance the delicate and occasionally challenging relationship between management and represented employees. - When asked about building community partnerships, the response -- again -- lacked specificity and did not instill confidence that his decades of experience in Ann Arbor had helped him develop an existing network of strong partners. - Lacked a clear vision or concrete ideas for the city's future -- seemed too comfortable with maintaining the status quo and hoping everything would simply work itself out.

Please rate this candidate in the following criteria:



Additional comments:

Tom works hard to build community relationships e.g. working with downtown merchant groups during the pandemic. Tom makes time for the one-on-one conversations that are foundational to building strong relationships, including making time to meet people in their setting as opposed to making them come to him.

His interview with the community panel was not strong, but with Council it was much better.

you won't go wrong with Tom- you know what he brings to the table & his strengths & weaknesses, and he'll be able to get to work quickly.

Tom is my number one candidate.

I would "accept" this candidate, to quote him.

None

While Tom's length of service in a city administrative role matches one of the other candidates, his advantage rests on "knowing" the personality of Ann Arbor; the idiosyncrasies and preferences of city council members will not be a surprise; he would be a steady hand and

comfortable leading in the current environment. What I'd want to encourage is to solicit and be open to more innovation and community opportunities for deeper engagement.

I believe this candidate is a solid fit in our community and will work with the community to continue the success of Ann Arbor.

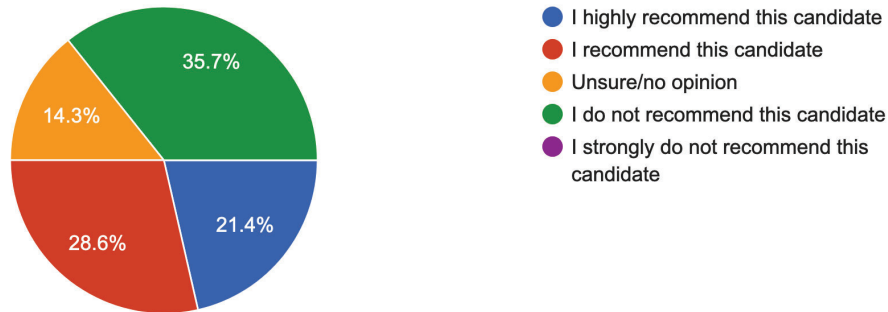
Because of his tenure, I was hoping that the interview would convince me that Mr. Crawford could work beyond the political bickering and strife on city council. He did not. I am not sure of his ability to change things; Because of his demonstrated commitment to the job and his knowledge of our city, I would rank him just above the last ranked candidate.

I was, frankly, disappointed in Tom's interview. As an internal candidate with decades of experience working in our community, he should have had a clear advantage by providing detailed and specific responses that were relevant, well-informed, and also demonstrated deeply familiar and longstanding knowledge of our city. None of that was clear in his responses to our questions. Knowing that Tom would provide some level of stability and important financial acumen to the role, I hoped that he would interview incredibly well and elicit confidence in his ability to take on the City Administrator job longterm; however, his interview with us seemed to lack depth and preparedness, and left me unconvinced that after decades of working in Ann Arbor that he had developed an effective community network or deep relationships with key stakeholders. I would also like to hear more from Tom about his vision for the future of our city. While he has stepped into the City Administrator role several times on an interim basis over the years, I did not hear any clear vision for how he would manage the city should this become his role permanently. While this interview was a great next step in allowing the community to weigh in on the hiring process, there were enough Community Leaders in the interview to prevent us all from asking a question of every candidate, and it was clear that significant and important perspectives were still missing from the panel. This also isn't a decision we should take lightly or one we should rush into without robust community engagement, an emphasis on transparency, and significant public input. Stakeholders and city residents have just the next 24 hours to share their thoughts with Council. It is my hope this is just another step in what should be an intentionally transparent, deliberative and inclusive process and that Council will decide to extend the community input period, establish a process to allow candidates to engage more broadly with the community, and ask candidates to provide additional information before making a final decision.

Joyce Parker

For the role of City Administrator:

14 responses



Strengths/positive qualities:

Experienced administrator. She works to be an inclusive leader who welcomes input and advice from others. She strives to be transparent. Has experience working in several Michigan cities. Deep history working in communities across Michigan. Highly experienced public administrator. Strong financial background. Calm demeanor and strong process thinking.

loads of experience and nice to have a diverse racial female candidate

Joyce would be a safe choice, calm and deliberate. She would represent the City adequately in engaging with the organizations represented in this panel but she would not be leading those discussions.

Came across as genuinely caring and would work to build good working relationships the public, unions, and stakeholders

Consensus builder, understands breadth of DEI across city administration; loads of previous experience managing municipalities; state treasury experience

Ms. Parker has the breadth of experience as the leadership capabilities that the City of Ann Arbor needs in the coming years. She has worked her way up as manager of increasingly populous communities, including others as large and complex as Ann Arbor, and she has worked at the State level, showing even more capacity to deal with complex local and regional politics. Her experience with the Municipal Group consulting agency she started acknowledges that the role of City Administrator is about much more than being able to work with a budget and city financial concerns. Our new City Administrator must be multi faceted, able to negotiate a wide range of tasks and Ms. Parker has already demonstrated that she has this capability. Ann Arbor needs someone who will be a leader, not someone who will be growing in to their job.

Deep experience with budgets and finance.

Excellent background in the public sector. Gave strong responses to all question  
Clearly has had a long career in city administrative positions; has had to navigate challenging political dynamics in many of her positions. More recently has been tapped as an emergency manager in several communities so is accustomed to "righting ships." Strong commitment to community engagement. Knowledgeable about key city functions  
Understands how to use state and federal resources; has worked doing outreach in communities; has solid economic development experience;  
-Her calm demeanor, sometimes, too calm -Comfort level in asking for clarifications on questions asked of her -Extensive experience in working w/cities in crisis -Experience in making affordable housing a reality -Financial acumen  
- Extensive career experience in municipal government. - Extensive budget & finance background.

Areas of concern:

Responses to questions had no content. She would acknowledge the question as important, but wouldn't provide anything substantive in response.

Worked extensively with distressed communities and her strength seems to be getting them back on solid ground. However, she didn't communicate, beyond proximity why she was excited to work with a community like Ann Arbor that (generally) has a strong economy and a very different set of issues. Working with a growth community is a very different set of skills and she didn't demonstrate that she had thought or was excited about working on some of our key initiatives such as the carbon neutrality plan.

said all the "right things" but very few details or specifics which feels like she doesn't have anything to back up her claims, although she lives in washtenaw county she didn't seem familiar at all with A2 and our situations, seems to have pretty short stints at all her employment except for the municipal group

Joyce is very old school in her experiences and responses. Her past assignments have not been in dynamic communities with engaged citizenry.. For example, her response on how to help the small business community in the pandemic was to see if there were available state and federal resources that could help....that seemed uninformed in light of the \$3B deficit the State of Michigan is facing and the lack of action at the federal level.

Lives in County and didn't know about our affordable housing ongoing debates and struggles.  
n/a

Little breadth of experience in the range of areas this job will involve and no experience in a comparable position. Answers were repetitive, emphasized better communication to almost every question--this is a good thing but it is not a cure-all.

None

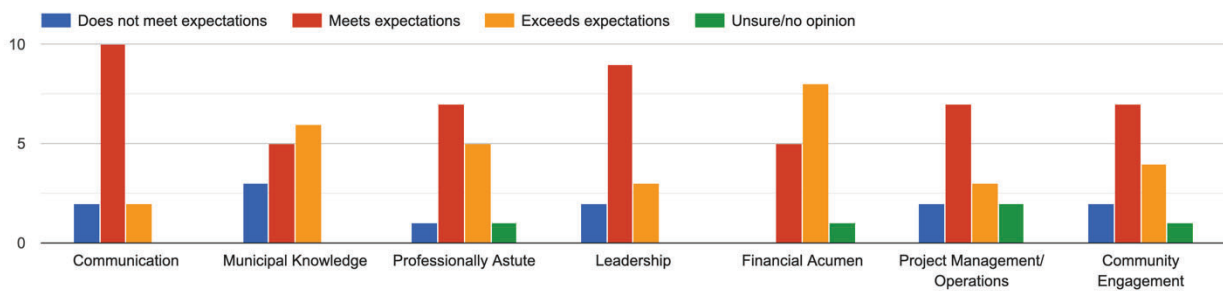
From background, have some concern that the last twenty years have been in assignments that are short term; and in a sense "protected" from political pressure.

-Would have liked to hear how she managed the politics of handling a mean or divisive city council -Not clear how well she knows our city and its issues

- Served as an Emergency Financial Manager during the Snyder Administration. - Very disappointing response on policing -- and specifically on police union contracts -- which seemed to imply any need for action until 2023 under new contract negotiations. Her response also seemed to ignore or lack awareness of the ongoing public debate around policing and lacked

both depth and thoughtfulness. - While communication is critically important, she seemed to indicate that any/all problems could simply be resolved by more/better communication and/or she did not have enough depth in her responses to provide any other alternative solutions to the hypothetical challenges presented to her. - Responses did not seem to indicate much familiarity with or research of our community -- I feel that the learning curve would be very steep, especially in getting to know our community and key stakeholders. - When asked about how she would reach the "other Ann Arbor" (underserved, underrepresented, and less fortunate residents in our community), she indicated that she would communicate regularly with "neighborhood associations," which fundamentally misses the point about engaging with segments of our community that are already disengaged or disempowered. Reliance on existing structures & the status quo seemed to be her model, but that approach is ineffective in bringing new, diverse, and traditionally under-represented perspectives to the table.

Please rate this candidate in the following criteria:



Additional comments:

This interview format may not have showcased Ms. Parker to her best advantage.

Very concerned about the number of errors in her resume; suggests a lack of attention to important written documents.

Joyce would rank number 4 for me.

Did not appear to have done significant research on AA.

Strong candidate.

On paper, and in the interview, candidate has experience and knowledge to serve in a city administrator role. I saw less in the way of offering innovative and creative new strategies to tackle the mounting pressures facing city budgets and navigating strong and competing public interests. Ann Arbor may require more from their city administrator.

The candidate could bring a new set of eyes to the city and our policies.

She is my #2 pick. Love hearing that she left her past communities in a better place than when she found them.

Without additional information from Joyce about her vision for the future of our city, I cannot recommend her at this time. While this interview was a great next step in allowing the community to weigh in on the hiring process, there were enough Community Leaders in the interview to prevent us all from asking a question of every candidate, and it was clear that significant and important perspectives were still missing from the panel. This also isn't a

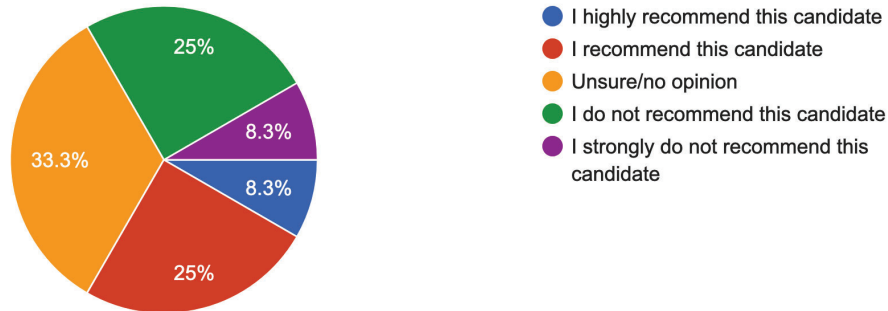
decision we should take lightly or one we should rush into without robust community engagement, an emphasis on transparency, and significant public input. Stakeholders and city residents have just the next 24 hours to share their thoughts with Council. It is my hope this is just another step in what should be an intentionally transparent, deliberative and inclusive process and that Council will decide to extend the community input period, establish a process to allow candidates to engage more broadly with the community, and ask candidates to provide additional information before making a final decision.

## Open Staff Feedback:

Tom Crawford

For the role of City Administrator:

12 responses



### Strengths/positive qualities:

Has done good things as Finance Director. Has had good communications during pandemic. Knowledgeable and relevant prior experience. Steady, calm, professional. Being very familiar with the city of ann arbor, and have performed the interim city administrator duties successfully.

Amicable, has best interests of City at heart. Knows the problems facing the City.

Experience with the City

Mr. Crawford understands finance and our financial goals given the loss in revenue due to the pandemic. He will help keep us in the black with less change of reduced services for the community, staff reductions or layoffs.

Experience working within the City, familiarity of City Council and staff

Finance

He's familiar with the organization and has done a great job with the City budget. I will add that he also is extremely passionate about the City, and he really has been a great advocate of his Finance staff.

Has experience working with/at City of Ann Arbor

Fiscal knowledge; knowledge of organization;

### Areas of concern:

Is not really seen as a leader with strong leadership skills. Doesn't really make sense to move him from Finance. Not really inspiring.

No other experience outside of Ann Arbor, might be limiting.

none

Seems conservative, would like him to embrace A2Zero wholeheartedly

Ability to make a decision; ability to put people over finances; relationship with all managers

He does not show diversity and equity as a immediate public health issue for our community and an internal issue for staff. Moreover, he clearly subscribes to outdated gender norms. (See email

to staff last weekend. all the "moms" having woes about the children going back to school.) His answer in the final interview see 13:00 min-ish. "it does matter how diverse the team is, you still want to nurture the team. You want a team to feel supported." The fact is that the city is NOT diverse, especially in the Larcom building. He tried to recover and say that diverse teams perform higher. In this time we are in, conversations inwardly and outwardly need to be authentic regarding race, gender, and equality. These topics cannot be an afterthought. We need a leader that will not be afraid or uncomfortable to talk about issues of equity when given the opportunity. There may be a multitude of reasons why the City has very little diversity within Larcom staff, Police and Fire Departments (seasonally hired people excluded) , unless we as a staff/community are okay with a continued new hiring of a strictly homogenous people, we need to support a leader that supports diversity outwardly. Powerful leadership can be delivered by any person, their race, gender, sexual orientation, or socio-economic relationship of the leader should not matter, they should be judged on their will and conviction to do better. Mr. Crawford has not displayed this will or effort since becoming acting Admin.

Public perception of hiring from within, loss of opportunity for positive change initiated by a "fresh" set of eyes

all he cares about is Finance

The first bullet point on his resume is extremely concerning to me. In the "challenges" section, he cites that in 2020 he led the City through both the administrative leave of the Police Chief, as well as the defund the police and black lives matter protests. While I know for a fact that he did not have any part in the Police Chief administration leave process (he was not in that role during any part of that), I also very highly doubt that ANYONE was a true leader of the protest reactions/responses other than Chief Cox, Deputy Chief Forsberg and Deputy Chief Metzger, and the exceptional staff that reports to them. I do understand that the role of an administrator is to absorb all of the projects and actions of staff as "their own", however, if that was his intent by citing the BLM and Defund protests, I am extremely concerned that he did not credit any of that to those that actually led and managed those movements. Tom also doesn't make any effort (that I'm aware of) to go out and see the employees at the City. If he made an effort to meet the fire department, police department, and all other off site City staffers, it might be really helpful.

Uninspiring; may not act in best interest of employees or community

Very process-oriented; Almost focused on justifying City Services rather than innovation/evolution

Additional comments:

Was surprised that he interviewed poorly compared to some of the other candidates. Little evidence of vision.

Tom would be a wise, safe choice. He is respected by staff and clearly has strong ideas to move forward.

he has never shown any interest in learning about the city

I don't feel like we have had enough time to properly review the candidates. I feel like my interview to be a TEMP employee at the city was of similar depth as this process for the most powerful position at the city.

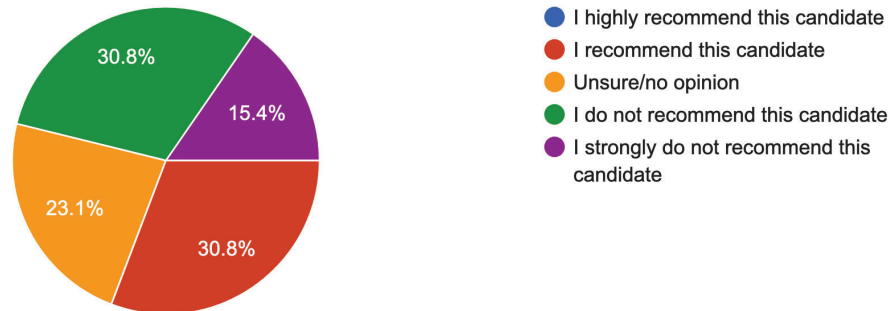
Very thoughtful, appears to consider things from an outsider's perspective



Joyce Parker

For the role of City Administrator:

13 responses



Strengths/positive qualities:

Broad experience in other cities.

Experience at all levels of government. Calm, thoughtful, poised, professional. A woman.

Confident, progressive

Wide range of experience.

Composure/confidence. Experience working in large government organizations, lives in Washtenaw county

not sure

Broad experience.

Great background and experience. Her candidacy breaks the cycle of male administrators.

Fiscal knowledge; experience in other Michigan communities

Areas of concern:

Not very inspiring interview.

Her past cities are all financially ruined

Too calm and thoughtful perhaps? A very stiff spine is needed to deal with Council.

Doesn't look like a confident leader. Do not have direct related experience as a city administrator

Has not been managing a City for a long time and was not as dynamic as other candidates.

Lack of enthusiasm and diversity in answering questions

the city's she has worked for are not models of what good city's should be

While she has a lot of experience managing tough situations, I don't think that Ann Arbor is a match for her. Judging by the answers to the questions asked by the council members, I think she would really struggle speaking in front of Council and the public on a daily basis. I'm also very concerned that she was focused on getting to know the public ahead of getting to know her staff. She spent a great deal of time focused on what she would do to engage the public, and then at the end said "I guess I would get to know staff too."

I felt a lack of energy or excitement; wasn't sure if she truly wanted this job or was just looking for something different than her current job

Role was frequently as contractor/consultant it sounded

Additional comments:

Ms. Parker would be a fine choice and appears very capable, interested and suitable for the position. However, she did not interview as strongly as the other candidates.

I like how she recognized professional development for the employees as important. Depending on your assignment, that is not always supported. I liked the way she described as participating with her direct reports, shows collaborative spirit and that she is not afraid to seek advise from staff members due to their expert in their area.

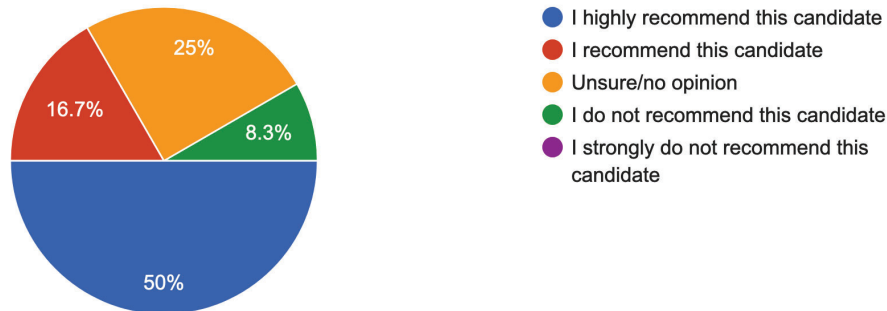
I do not feel enough time was provided to truly or thoroughly vet the candidates.

Incredibly deliberate, thoughtful; Talked of passion but didn't exhibit as an energetic leader

Cara Pavlicek

For the role of City Administrator:

12 responses



Strengths/positive qualities:

Had an very good interview. Seems like really skilled in moving organization forward. Seemed very organized in answers.

Strong public speaker, well qualified, calm, thoughtful, charismatic, broad experience and quick thinker.

Personable, knowledgeable, years of experience.

Very dynamic speaker/story teller. Enthusiasm when answering questions, confidence in her experiences everything

WOW! Excellent. While there were so many great qualities, I would really like to focus on what stood out to me the most - her passion for teamwork, and giving credit where it is due. This was also a strength of Howards that never went unnoticed. In a few of her responses, Cara really focused on how she operated as a team, and while she would sit in on some of these large projects, she really attributed the success of the projects to her staff. Howard was greatly appreciated by so many staff members for this reason, as it never went unnoticed (John is exceptional at this as well). I think someone coming in with this much of a team focus, and a true understanding that the City cant be great unless all parts work together would be a huge asset right now. A lot of staff members are uncertain of the times ahead due to the pandemic, challenges with childcare, and concerns with personal and family health and safety, and I think having someone with this attitude and focus would be a breath of fresh air for the City right now. She also has a wide range of experience working with a very wide range of people, which would make her an excellent choice for Ann Arbor. I would also like to add that she mentioned that going out to see her staff in their different areas is a priority to her. I can't tell you how much this would mean to the Firefighters, Police Officers, Field Operations Technicians, and all other "off-site" employees that often times feel that they are overlooked by the leadership team.

Cara's responses were thoughtful, energizing, genuine, thoughtful, and inspiring. She clearly understands the complex responsibilities of the position and has the experience to tackle challenges. Cara did not demonstrate any disillusionment about the importance of the administrator position, and showed that she was ready to be creative, intentional, inclusive, and

strategic about fostering an employment environment that will allow employees to thrive and make Ann Arbor the great city we can and deserve to be. I would be very excited and honored to work under Cara and trust that she would have our communities' best interests at heart and will fight for my interests as an employee; she is truly the best candidate for this position. Frank, thoughtful responses on challenges of administration in context of politics, changing conditions

Areas of concern:

Can't really judge on one interview.

Do not have direct related experience as a city administrator concerned about staff accepting a woman of color, the City has a ways to go with diversity and I don't know that she would be given the respect she deserves

No experience with City of this size.

Lack of experience working in communities of Ann Arbor's size  
none

None that I can think of right now. I was more than impressed with her. She was an excellent candidate to bring forward.

My only concern is that she will not be selected.

Additional comments:

Ms. Palicek seemed to be a strong, approachable, charismatic and good fit for Ann Arbor. She didn't seem like she would be intimidated by Council, which I think is a positive but Council might see that as a negative.

Like how she said staff should feel safe to talk to their bosses or city council to share an idea.

What she fails to recognize is that council is abusive to city staff on the regular and regardless of whom has been in charge over the past two years, staff was allowed to be verbally and professionally abused without being addressed.

i was very impressed with the interviews i saw

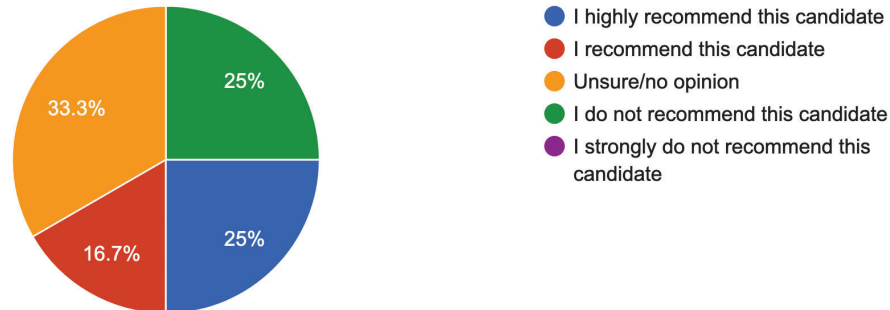
While I do not feel I had enough time to thoroughly examine the candidates, based on the equal time they each had in their conversations with council, Cara best demonstrated her abilities to take on the job and excel at making Ann Arbor great. This is the only candidate I see as capable to handle this Administrator's role.

Good examples of challenges; Appreciate her summary of responding as an organization in the context of COVID; shift toward more technological solutions.

Eric Wobser

For the role of City Administrator:

12 responses



Strengths/positive qualities:

He seemed to be passionate and really wants the job. He gave good examples. Inspiring. Charismatic, experience with in a "one company town," well qualified, experiences that will translate well.

Seems like a go-getter, confident in his skills and ability to express himself

Very smart, good ideas.

Familiarity with Ann Arbor, employment history that supports this position as a "next move", excellent public speaker, seemed very "hungry" for the position. Seemed well aware of current initiatives and local politics.

Seems smart and knowledgeable, and is very passionate about his work.

He seems to have good qualifications and is well spoken.

Energetic, accomplished at a seemingly young age; Ability to bring in outside resources in a successful way;

Areas of concern:

Small town. More experience might be needed.

That he is a rose-colored glasses alum and would be shocked at just how conservative and "anti" Ann Arbor actually is.

Do not have direct related experience as a city administrator

Lacks experience in managing a larger City.

None

Hes too green right now. I don't think he really knows what politics are and how they play into everyday operations of an organization this large. He also focused a lot on being transparent - to a point that was concerning to me. There are a lot of things that need to be kept confidential between City Council and the Administrator until legally appropriate to disclose publicly, and there are a lot of things that need to be kept confidential in the normal course of everyday work. There were a lot of comments he made that were concerning to me, but I truly think its because of his lack of experience with an organization this size, or an organization that serves such a diverse community. I'd be interested to see where he is in 10 years - as I think he should

hopefully have adequate experience at that time to come back to us with a better sense of how things work.

I'm not sure his experience is applicable.

Was surprised by some of the responses, almost as if he wasn't "reading the room" in an adequate way

Additional comments:

Although the youngest, he actually did best in the interviews (with Cara P.) a close second. Mr. Wobser should bring a great, dynamic, enthusiastic leadership. He does not seem like he would be intimidated by Council, which is either good or bad depending on your perspective. I would have liked to have more time to review the candidates.

Additional comments

I have a concern that the staff feedback will really not be considered. Concerned the process seems rushed and would like more information. I would suggest bringing back Erica W and Cara P. for more interviews.

Because the questions were asked, or weren't direct enough, I did not get a sense from any candidate about what I think is the number one problem for the next Administrator - how to overcome Council's disrespect for staff expertise in favor of their loudest constituent's personal opinions? And, how to get Council to focus on policy and not micromanaging projects? How to get Council to be respectful, professional, adult, polite, civil, and productive - to each other and to staff.

It could be risky to pick a candidate that doesn't have direct experience as city administrator before. It's hard to say we know a person well enough through just the interview. Tom Crawford has performed the interim city administrator duties multiple times and it all turned out successfully, plus I also see his strong leadership skills during the pandemic time so I think among all the candidates he is the best fit.

I'm concerned that a Council with 5 outgoing members seems to be rushing into make such a consequential decision for the City. We are in the position of needing to hire a City Administrator because Council made the decision to fire Howard Lazarus without cause. This decision was justified by various Council members who voted for the termination by citing tension between Council and the Administrator and the "change in policy direction on council after the 2018 election." Essentially, the fact that Howard was hired by a Council whose political composition was flipped from that of the Council who ultimately terminated him created tension between him and the Council. The tension was certainly apparent to anyone who watched public meetings and obvious to staff who witnessed other interactions between Howard and the Council. This made for a stressful working environment as there always seemed to be a chance that your mistake could be the excuse that Council needed to fire your boss (for instance, one Council member declared at a public meeting that staff action amounted to "insubordination." Insubordination was one of the triggers for termination with cause, a fact that was not lost on many staff members). Now, after the August primary, it's clear that the "policy direction of council" will be changing again, and yet Council is rushing ahead with this process. Obviously, the work of the City doesn't stop just because an election turned out a certain way, nor do those Council members who lost their re-election race or chose not to run lose any of their authority,

but the new Council takes office in less than 3 months, and there is no urgent reason for this process to take place now. Tom has served as Interim and has done a very good job in very difficult circumstances, and there's no reason to think he can't continue to do so for another few months. 3 of the 5 Council members on the administration committee, who guided this process, and 5 of the 11 who will ultimately vote on the new administrator will essentially never work with him or her in their capacity as Council members. This is a decision that should be left to the new Council in November.

I hope City Council will actually consider each candidate and not go through the motions only to hire Mr. Crawford because they put him in place after firing Mr. Lazarus.

Overall, I think its extremely concerning that not all candidates were asked the same questions. Some may argue that by not asking the same questions to each candidate, the process isn't fair. I would caution many members of Council to re-think how they ask questions to the candidates they clearly preferred over others in the future (I am not talking about natural follow up questions). I commend those council members who asked the same question to each candidate - your efforts did not go unnoticed. I hope that the other panels were a bit more structured. I think this process to hire the most important and powerful position is moving too quickly and the timeline is too short.

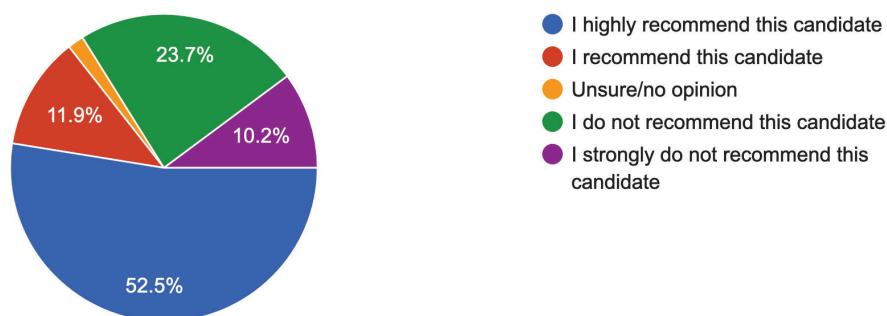
Thanks for televising, and providing us with the opportunity for feedback. 4 solid candidates.

## Open Community Feedback:

### Tom Crawford

For the role of City Administrator:

59 responses



#### Strengths/positive qualities:

From my interactions with Tom at Citizens Academy, Tom is very knowledgeable - and was able to explain any question the audience had as simply or in-depth as required. He was straight-forward and not patronizing (unlike Howard).

Financial background - CFO of Ann Arbor through both good times and bad. Acting City Administrator 3 times is invaluable experience - Mr. Crawford has weathered the storms and maintained his composure and good sense. He has vision, and a proven track record.

Local, clear record of competence

He knows Ann Arbor well and has done an excellent job.

Knowledge of the city and especially finances which I think will be critical in the coming year.

Knows A2 and seems to have a handle on the issues before us.

Mr. Crawford has a good amount of institutional knowledge and has served the city well as its CFO. The departments Mr. Crawford oversee as CFO (finance and IT) operate well and have won national awards. He excels in this role and the city would benefit from keeping him there.

Experience in AA

Eager, and enthused. Financial experience. Has done the job as interim.

Good financial background

Loyal to city.

He seems to have done good job with City finances. He had some solid answers.

Tom is a good listener and he works hard to understand all sides of an issue before making a decision. He is good at bringing people together and helps people see the pros and cons and understand one another.

He's a resident and knows Ann Arbor. He knows about the budget.

Wants to be proactive. Understands the needs of Ann Arbor currently. Financial experience and mentioned transparency. Wants community involvement, like the idea of having city staff go with CM's to hear community concerns.



Tom Crawford brings a broad range of experiences and understanding to this position. He always exhibits impartiality and a commitment to the best interests of the community and the work of government. He lives in Ann Arbor and cares about this town.

Experience, institutional knowledge. Professionalism.

Familiarity with at least some aspects of Ann Arbor's government operations.

Familiarity with city processes and City Council members

historical background of Ann Arbor will be able to lead us through difficult times due to COVID, professional, been doing a great job for the past 6 months

Previous experience in the role, understands city functions and existing programs

Has familiarity with Ann Arbor that other candidates lack.

Tom seems like a nice guy and has been working in city hall for a long time. I am sure he is knowledgeable of the city and would be a good care taker administrator.

I appreciate his 15 years of service to the city. In these uncertain times a candidate with experience with how the city works would be very valuable. His management style seemed to be one that would encourage respect, open communication and consensus building. In these divisive times those skills could be very valuable. I liked that he appreciates active listening as well as engagement with and input from the community. That he wants to problem solve with innovation and agility sounds like just what we need while recovering from the pandemic.

Long term knowledge and experience of Ann Arbor. Does not appear to be seeking the position as a stepping stone to the next better opportunity. Over the years the position has become a revolving door where a candidate is hired, moving costs are incurred, salary is increased higher than previous administrator, and then the person moves on to a better opportunity. Hiring should be from within to the extent it is an option.

Calm style with knowledge of AA operations.

Tom Crawford is the ideal candidate. He has excellent communication skills, his financial skills are very needed at this time, and he brings great institutional memory that none of the other candidates bring. I think he is doing an excellent job as interim administrator showing us how well he can deal with sensitive issues and starting the process of setting budget priorities to deal with fallout from the pandemic. He also did an excellent job the last 2 times he carried out that task. I think he is ready to take on this job permanently. He answers to Council's questions were well reasoned and I liked his commitment to transparency. He has innovative ideas and his strong support for staff will be embraced by staff. He sees the job correctly and will do a good job of supporting both staff and City Council to achieve their goals and policies.

He actually gave terrific answers.

Familiarity with the city; I liked his answer about allowing employees to own their jobs; strong financial background

1. Experience! Longstanding familiarity with A2 City Admin, Council, staff dispositions and A2 politics generally. And especially, familiarity with the position! Well-trusted with the reins of administration three times already, and doing well in the aftermath of the prior Administrator's departure. Committed to the need for transparency, careful communication, supportive relationships with staff, and the need to build and maintain bridges with all. Thoughtful, and concerned for creating an environment in which City workers thrive.

Knows the city, professional demeanor, best choice

In depth experience in Ann Arbor's City government

He has lots of experience here in our Ann Arbor City government and everyone likes him. He does a great job.

He lives in Ann Arbor already and knows about the financial needs of the city.  
Tribal knowledge of Ann Arbor administration and issues of local concern. Great sense of context. Financial mgmt skills seem well suited for the next several years. Zero transition time - is doing and has done the job.  
Ann Arbor expertise, financial expertise, dedication, humility.  
Institutional knowledge  
Pleasant. Presumably understands City's budget.  
Nuts and bolts competence, financial acumen  
Experienced, existing relationships with stakeholders.  
He has a long history with Ann Arbor and when he took over after Lazarus left, he managed to unifying the Council and do a great job of administrating.  
All of the candidates are good, but Mr. Crawford stands out for his realistic assessments of the position of the Administrator, his deep knowledge of the city from years of working in City Administration, and his eagerness to learn, change, and help to lead the city forward. His knowledge of the city's finances in this time of Covid-19 is a huge plus. He identified the needs to support the city's upcoming liabilities for parking bonds, and retiree benefits. He also identified the importance of prioritization for managing projects, going forward.  
Understands budgets and financial aspects of city management  
Tom Crawford has "up and running" City of Ann Arbor leadership experience that is highly important in the current environment: fluid pandemic challenges and a void in City experience by new incoming Council Members. He already evidenced proactive collaboration with Council in establishing budget priorities to deal with the pandemic environment. He describes his leadership style as coaching and his belief in employee empowerment which is very desirable to the position. His interpersonal and communication skills are excellent as evidenced by his Cover Letter, Resume, Video and Zoom interview I also was impressed to learn that his visions embrace needed City changes, i.e. greater public transparency and out of box processes he exemplified by the police officer problem resolution idea, use of underlying A2 Fix It data to minimize future common problems, and more public information without FOIA.  
Diligent, responsive, and aware of the culture of Ann Arbor and city hall.  
Mr. Crawford has helped the City in financial matters.  
Brings Ann Arbor city knowledge and experience with him. Works with staff successfully.  
Money management.  
experience, can hit the ground running with his sizable knowledge of Ann Arbor

Areas of concern:

None

none

I have no concerns about Tom being City Administrator

Will he have fresh ideas and strategies, unclear if he is the best candidate or the best known candidate

Mr. Crawford has not demonstrated that he has the kind of vision that merits being awarded the top job in Ann Arbor. Mr. Crawford's interview was devoid of both vision and detailed plans. When questioned about his economic development plan, he said we have to "take advantage of opportunities when they arise." That isn't a plan. When asked about how he would address the housing crisis, he offered platitudes and no specific ideas. The city administrator must do more

than simply keep the city running as it is. S/he must have a vision for tackling our challenges and creating a better Ann Arbor, coupled with concrete plans to get us there. Given Mr. Crawford's knowledge of Ann Arbor and his tenure in city government, his lack of vision and specificity was as perplexing as it was disappointing.

Hard to understand his answers, and he does not speak clearly. As someone who is local he seems like he'd be hard to move out if he didn't do a good job. He doesn't seem to have much knowledge about cities outside of finance.

Not forward thinking enough for this position. Ann Arbor needs a progressive voice to bring us into the future.

Needs to stay where he is.

Am not sure he can provide new solutions to the community's issues.

Does not appear to have a vision for Ann Arbor's future.

No experience as city administrator other than interim.

Provided little in way of vision.

He has done an excellent job as CFO of Ann Arbor for many years. Who would take on that role?

He doesn't seem to have any vision for our city! That's shocking for an internal candidate!

Did not mention budget deficit when talking about vision. Failed to really mention how he would ensure diversity. Did not mention how he would handle if one councilmember asked him to look into a project and it would take away from another. Also concerned that he did not have more involvement with getting rid of racist HR director.

None.

None known.

Seemed to have limited vision for the role, not a clear position on how to handle effectively communications with and among council members, or how to take advantage of internal talents of staff and managers. Did not show the necessary strength to stand ground when needed in adversity. Came across as lacking the energy and contagious leadership skills I'd like to see in a city administrator.

Didn't hear anything new or interesting, just solid - and boring - competence

Seems to be meek

He has not demonstrated in his application materials that he has much of a vision for how the job is supposed to be done, nor does it appear that he has many accomplishments to tout as the CFO. I would be concerned that he would be overwhelmed by the breadth of the job.

Not very inspiring

There was such a rush to do this because people like him that there wasn't enough time to vet the candidates. That's a very poor reason to choose someone. On paper simple doesn't have the credentials of either of the women candidates.

Perhaps it didn't come across, but it felt to me like he lacked community development/planning expertise (viewed things only through a financial lens).

None I can identify from his interview OR from opinions of those who work with him.

I was confused by his responses--he is not able to communicate clearly to residents. I have no idea what his vision is for the city or why he wants this position. It doesn't seem genuine because he isn't able to say what he would like to do to make Ann Arbor an even better place. I was very disappointed.

None.

Worried about losing his expertise as CFO given that we have new leadership at the head of many departments.

Lack of experience - Mr. Crawford's only municipal experience is at the City of Ann Arbor. This is a position that would benefit from varied experiences with different cities, staffs, and councils.

Doesn't seem to have a vision for his role as a leader

Did not directly answer questions, gave uninspiring examples despite having been on staff through multiple City Administrators.

I don't really have any. As far as I know everyone was pleased with his performance. I think it is helpful for someone who knows the city well to administer. The council is going to consist of a lot of new people and it would be helpful to have a known entity on board.

One should always be concerned about an ongoing orientation that skips over new ideas, given an established career within an organization. Mr. Crawford's orientation to learning new things, and the fact that he has held the acting administrator position multiple times, shows that he thinks things through, and takes lessons from his experience, and avoids plodding in established directions. Minor concern.

Does not seem to have experience in city planning and development

Some risk of being too entrenched in existing City bureaucratic processes although he stated his visions involved changes for greater transparency and process flexibility.

Too long in a dysfunctional city hall environment, may be naive and bow to mayor's whims?

Things taking a long time to get resolved.

Did not seem prepared for the interview as well as inside candidate would be. Lack of enthusiasm. Lack of experience as a City Administrator. Classic hiring mistake is assuming success in one more focused area means success in a broader position.

Additional comments:

Tom is a straight shooter, and is supportive of City staff - he would be a great leader.

He seems to have good working relationships with staff and council

I wish we had more time to review the video before the deadline for input. I just learned about this opportunity after work hours today.

This process has been way too rushed and doesn't do justice to any of the candidates.

Smart, fair, honest

Generally speaking, this hiring process is moving too fast. The community really should have more of an opportunity to meet and vet these candidates. I really think this is a mistake and you are setting up the new administrator for failure by not giving them the benefit of a thorough interview and evaluation process.

Mr. Crawford did not interview well in comparison to other candidates when he had clear advantage as a current employee.

He did not appear as prepared as at least two of the other candidates.

Tom is devoted to this city and we would be blessed to have him as our city administrator.

This process is moving too quickly! The community deserves more input and time!!

Tom is experienced and has worked for the City. I believe Tom would be a good administrator. I would hope that council would ensure that Tom would be able to work with all council members even those who have differing views. Would also like to see Tom work to promote more diversity.

None

The pandemic will cause a recession the likes of which we have never seen. We need a steady, experienced administrator to lead our city departments. Crawford is that person.

Why is this hire being pushed through this quickly when a new council will take office in less than 80 days? Maybe less of a strain for Mr. Crawford, but is there time to check references and get questions answered for all 4 candidates?

I think Ann Arbor could benefit from a new voice and vision

I am surprised that the lame duck proceeded with this hiring process despite the residents sending a clear message that they wanted a change in direction in Council. It is somewhat unconscionable that this hire will be made by a board who will not actually be overseeing the administrator. It sets the new administrator up for failure.

I hope that this candidate will be our next city administrator. His experience with the city seems invaluable. I have also heard him described as a man of integrity. That's important.

With the Covid-19 related economic issues we will be dealing with it will be good to have someone to manage day one with no learning curve.

Lacking vision for growth for Ann Arbor

The search process was indicative of why the majority lost. It is an example of bad governance. Experience matters. Familiarity matters. Although other candidates presented well and seem attractive, none of them have the long head-start that Mr. Crawford has in understanding how to serve this unique City with its many goals and challenges. He also seems to understand the need to be supportive of City staff and approachable about staff concerns, which may help to prevent further embarrassments such as that with the former HR Director.

The newly elected Council Members should choose the new City Administrator

Tom has done very well in his temporary role as City Administrator

This process is moving too quickly! There is not enough time for community feedback and for residents to participate in this process in a meaningful way.

Could do the job and hit the ground running

In general, I find it very odd that the council who was just voted out of office is making this decision on hiring. This is particularly troubling given the fact that the council members who were voted out of office were in large part voted out because of their firing of Howard Lazarus. There is no reason that the hiring decision should not be delayed until November when the new council comes aboard. If that is not feasible, then the new council's opinions should carry significant weight in this hiring decision. In addition, based solely on his resume compared to the other candidates, I do not think Mr. Crawford would have been a serious contender for this position except that the current council is familiar with him. That is not a sufficient reason to hire someone for a position this important.

This candidate would make a great CFO

The city is fortunate to have an enthusiastic, deeply experienced internal candidate with direct experience with the job for which he is applying.

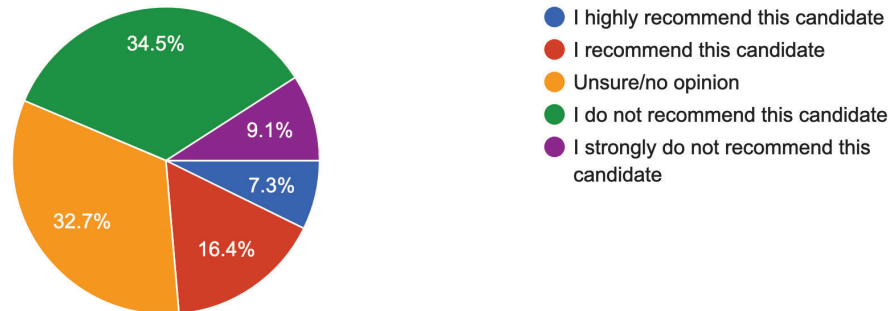
Unknown: His vision/ability translating the organizations significantly changed management plans into City employee communicated goals and objectives at all levels including: employee performance standards, for excellent customer communications and troubleshooting skills, quality of work and related reward methods. Whether or not he has participated in 360 performance evaluation himself or with his direct reports. This could be evidenced by sharing his existing 360 performance results, if any and/or his vision in this regard.

Making a hiring decision by a Council losing 5 members is not a good move.

## Joyce Parker

For the role of City Administrator:

55 responses



Strengths/positive qualities:

She has a lot of experience with municipal budgets.

Very positive interview, very well-spoken in terms of honing in on the questions and providing relevant experience she has.

Seems ok

She sounds good, but doesn't know Ann Arbor as well.

She is a POC and brings that experience to a city that is trying to increase diversity.

She has some great financial expertise and has a vast amount of experience dealing with tough municipal and administrative situations.

Ms. Parker has relevant experience in municipal oversight, as well as significant experience in managing organizational change under difficult circumstances.

Joyce is experienced and has a very impressive resume. She has worked in many communities in Michigan, and her experience at treasury would be useful for the city. Hiring a qualified African American woman would be an historic event for the City.

Experience

Current resident of Washtenaw County. Excellent background and work experience. Ms. Parker seems like a no-nonsense administrator which is needed in the city of Ann Arbor.

Wide variety of experiences.

Would be good at managing severe financial problems.

Long resume.

Has had a long career. Lives in Washtenaw County.

Lots of experience in Michigan

Has extensive experience as a City Administrator and dealing with budget deficits. Works for State as Deputy State Treasurer (Whitmer hired her) Snyder appointed her as a City Administrator. Do different party governors saw that she could do a really good job. Very collaborative with citizens and staff, having Town Halls meetings. Wants feedback and put together proposal that is best for community. Worked with many deficit based communities.

Ms. Parker has a range of experiences in state and local government, and if her comments about her approaches to handling an issue in the context of a divided group, and how she empowers staff are confirmed, those are positives.

Competent, gave good answers

diversity,

Joyce has significant experience in city administration, and seems capable.

Pleasant personality

She is experienced and knowledgeable, and would undoubtedly bring a steady hand to City Hall after the mess that has been made. She lives in Ann Arbor already, which is a plus—she is already familiar with the community.

Joyce Parker's biggest strength is the breadth of her consulting experience in stressed communities. I think she would be effective in encouraging staff to do their best. She has good communication skills and would support transparency.

Far and away the best qualified candidate.

Diversity

Background with various levels of government, especially within the state

Very thoughtful; has had exposure to city management and budget matters in many venues.

Being a Washtenaw County resident is a plus because she has roots in the area and may understand the challenges and quirks that characterize A2 and its politics. She seemed very capable, gave good answers regarding supportive relationships with Council, staff and the public. Likely to be a sympathetic but also effective supervisor. I liked her comments about reviewing A2's approach to affordable housing.

Financial experience

She has a lot of experience in our state, over a long career. This is an asset.

Experienced, humble, ethical, coalition builder, knows state finance & affordable housing, lives in the county & knows the community.

Lots of experience

Wide range of experience in municipal and government settings. Lots of financial experience.

Broad experience

Experienced, lives in Washtenaw County, can handle difficult transitions.

Financial background, experience in multiple organizations of different types. Potential favorable connection with the State of Michigan, for future communication.

Of all candidates, she has the greatest breadth of municipality consulting skills and experience dealing with diverse and tough city leadership challenges in other Michigan cities. These skills can benefit needed City of Ann Arbor change management. She also received performance awards for work she has done. She has experience working on affordable housing projects, and labor negotiation skills both areas in need in An Arbor She has highly effective interpersonal and communication skills evidenced by her handling of diverse interview questions. Although minor in the big scheme of things, I did catch a typo in her Resume and a paragraph in her cover letter was too long for ease of reading. She described her leadership style as participative for the most part unless circumstances require another style and her belief in employee empowerment which are effective for this level position

Diplomatic, experienced, unruffled, ethical, many state and local contacts, affordable housing experience.

Long history with different Michigan cities.

Areas of concern:

Rick Snyder appointed her Emergency Financial Manager several times - why? What connections does she have to the former Republican Governor?

History of job turn-over, many positions in her career. There may be good reasons, but it raises a concern in my mind.

Work with charter schools and not local

Not enough experience for this particular job at this time.

Her involvement as a temporary emergency manager will not fly in Ann Arbor. The entire EM experience led to poor, economically strapped city and school districts to make choices that were expedient, frugal, and not always the best for the residents and students.

Ms. Parker's service as an emergency manager is a deal breaker for Ann Arbor. Our majority-progressive community opposes the very idea of emergency managers as undemocratic. It would be very difficult for Ms. Parker to overcome this perception of her previous work. Amy Cell should have recognized the inherent problem here.

Weak

She spoke a lot, but didn't really say anything. I didn't get a good idea of what her skills or accomplishments are because she didn't talk about many of them. I also am not sure she has the communication skills to be an effective leader here.

It's known she has baggage

None.

Lacks the in depth knowledge of how to run a city.

Is not particularly compelling or motivating.

No recent experience with a city.

Stock answers. Not inspiring.

After reading bios I was most excited about this candidate but was very disappointed in her ability to provide concrete details to the community about her vision for the city.

Although probably minor, I was struck by how often Ms. Parker used "me" and "I," especially in her opening remarks, rather than focus on her actions and other people who were involved or affected. In the positions she has held, I'm not sure there's a position comparable to the Ann Arbor City Administrator position that will have prepared her adequately. Also, one of her answers about empowering employees sounded like she would only "empower" them to do what she directed them to do and not as taking advantage of existing skills and independent expertise—of being open to input. More info on how Ms. Parker leads and manages staff would be helpful.

Answers were too predictable, didn't suggest real enthusiasm

worked as a consultant for the past 20 years - no long term commitment to one community

Joyce mentioned a "participatory" leadership style which I believe may not be ideal for such a role.

She has worked in communities that have seriously struggled while she was in leadership positions. Inkster, Saginaw, Flint, Highland Park and Inkster have not thrived while she has worked in these communities. I want a city administrator who has helped communities thrive and excel.

I didn't get a good sense of her as a person. Perhaps that is because of the shortened public engagement period, but for a candidate like Joyce she would have benefited from more



opportunities to communicate and connect with residents. She does not have the vision to lead in a city like Ann Arbor.

Her experience is primarily with failing cities that have severe financial problems and need revitalization but where her tenure was expected to be somewhat temporary. This is the opposite of Ann Arbor's situation. That is not to say that Ann Arbor will not be facing financial difficulties over the couple of years, but, that options will be different than those she has served in her consulting business. I am unconvinced that she has extended experience to lead us through a controversial changes in land use policies that we are approaching.

It was such a rushed process that i was watching while doing something else so it's hard to say anything concrete other than the process was a disaster.

Lack of passion for Ann Arbor

I didn't like her answer about why she wanted to be the city administrator, which felt more self-serving (personal goals) than wanting to take Ann Arbor to new heights. She is clearly well qualified to work within local government, but this doesn't feel like a great fit with her strengths. Not sure that being a consultant is equivalent to in-house city administration/management OR that the cities which she managed are sufficiently comparable to A2, or pose the same level of complexity and challenge.

Not familiar with Ann Arbor

I thought when I read the short bios that she would be the best choice, but I was very unimpressed at her interview. She didn't have a vision for the city, and seemed to meander in her responses as though she really didn't know how to best respond. After the interview, I don't know what she would like to add to our city to help improve and lead us in the future.

Weak answers in several areas, including why she wants the job. I took away mainly because it's local, though there were other secondary factors. Didn't seem to distinguish herself.

. None

Her experiences seem to be largely in cities with significantly different attributes from Ann Arbor

Nothing in particular

Emergency manager transitioned public schools to charters in Highland Park.

Stepping into a position during a pandemic, and the steep learning curve required is a difficult transition that may slow progress for the city. This comment applies across all external candidates.

Her ability to quickly get up and running in the Ann Arbor City bureaucratic environment that is not transparent with information nor exhibits cooperation among different factions of the City and without a qualified Human Resources Director to help implement internal employee motivation programs.

Not so involved with Ann Arbor and would have to be caught up to speed.

Lack of enthusiasm.

No continuous experience with one community. Moves around from one community to the next as a consultant.

worked as a consultant, not managing staff for long periods,

Additional comments:

Again, not enough time was made for these four candidates to be vetted by the community, the press, and I am not sure this feedback will go in before midnight.

This process has been rushed and does not do justice to any of the candidates.

Generally speaking, this hiring process is moving too fast. The community really should have more of an opportunity to meet and vet these candidates. I really think this is a mistake and you are setting up the new administrator for failure by not giving them the benefit of a thorough interview and evaluation process.

Having built a career working in government, Ms. Parker is the most qualified of the candidates. She is professional, competent, and would serve as a stabilizing force in city government..

Ms. Parker was not selected by Grand Rapids in recent search. One of six finalists. They didn't take any of the finalists. Started over.

There needs to be more community input in this process!

She is the best candidate and would encourage city council to hire Joyce.

Why is this hire being pushed through this quickly when a new council will take office in less than 80 days? Is there time to check references and get questions answered for all 4 candidates?

I was concerned that Joyce may not be ready for some of the ambitious goals that Ann Arbor has set forth, such as carbon neutrality. Certain comments made me think has been successful in past positions, but may not have the experience with the "boundary pushing" initiatives we have in Ann Arbor.

The rushed public vetting process for this job is extremely disappointing. This is the most important staff position in the city and the fact that the public only gets 24 hours after the interviews to comment is not a good process or precedent to set. Very upset by that.

Cara is more qualified

If Mr. Crawford were not so superlative a candidate for this job, I would recommend choosing Ms. Parker.

The newly elected Council Members should make the selection of City Administrator

She is a valuable asset for Michigan State government

Why is this process rushed??!!!

Could do the job after orientation period

I think she is a good candidate for the position. Her experience and diversity would be beneficial to the City.

She appeared confident and as if she would work well with staff.

Unknown: Her skill in motivating change management in her historic and current areas of accountability through all levels of City staff. This could be evidenced by a shared performance review form or key interview questions

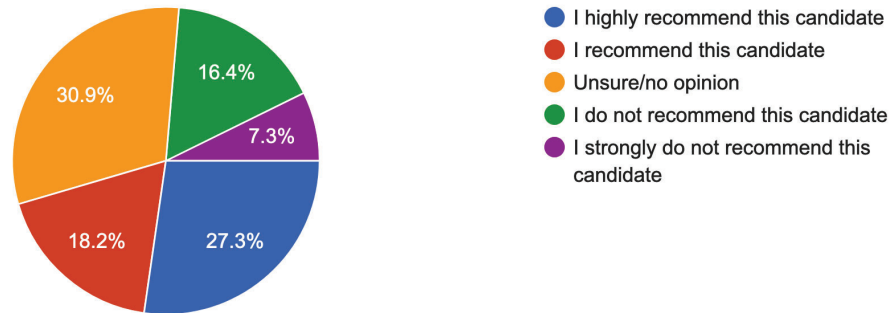
Calm and steady

Timing of decision is not good for the City.

## Cara Pavlicek

For the role of City Administrator:

55 responses



Strengths/positive qualities:

Ok background

Speaks very clearly

She seemed to have both the financial and managerial experience, and fresh perspective that will serve the city well. I was highly impressed.

Ms. Pavlicek outlined several initiatives that she spearheaded that appear to have been successful for the municipalities she has served. These initiatives, however, have mostly already been done in Ann Arbor.

Fantastic candidate. Her work in Des Moines makes her well prepared for a community like Ann Arbor, with a larger population and many colleges. She has built an impressive career working in all manner of communities, and she has broad experiences that will be really valuable. She wants to empower staff, she had great answers on how to work with the community and Council, and she is well prepared for the job. She is clearly the best candidate--hands down. Her demeanor was excellent, she will bring the right attitude of collaboration and cooperation, and I think she would succeed at working across the political divide on Council.

Precise innovative thinker. I believe will be able to take us forward as a community.

Diverse relevant work experience.

Pleasant and engaging. Shared first hand knowledge and experiences.

Answered questions well. Long resume as City Manager.

Good communicator. Gave solid answers. Seemed on the ball.

I was so impressed!!! She is fantastic, has a clear and concrete vision. She communicated very effectively and I think would be a strong leader for our city. She is clearly the most qualified candidate for this position! She appears to have an unselfish leadership style that will help her flourish in Ann Arbor. I'm excited about her contributions to our city!

Has experience in city government.

Ms. Pavlicek struck me as very astute in how she works in a city administrator position, dealing not only with differing positions on a governing body, but interactions between the body and the community, and between the body and staff. She also is willing to stand tough when needed, but

is still very respectful or deferential, and is a good listener. She has far more and appropriate experience than the other 3 candidates.

Smart, honest, excellent manner and attitude, good experience seemed well versed

Cara has strong experience in city administration in the midwest, and I like her thoughtfulness and communication style. She also mentioned thinking about how present-day investments will affect generations down the line which I thought was spot on.

Calmness, intelligence, thoughtful, orderly mind

Ms. Pavlicek seems like the best candidate, clearly. I was impressed with her cover letter and resume. I liked what she said about the administrator being “an architect of yes” and that her job is to empower the professional staff to find solutions to the problems Council identifies. That kind of magnanimous leadership is what Ann Arbor needs more of.

has financial background

really good experience; communication and leadership skills

Cara Pavlicek has a long CV with good experience as the manager or administrator in 3 cities. Her positivity and eager responses suggest she would be interested in the challenge of transitioning to a larger City.

I actually didn't have time to see this one under the rushed ridiculous timeline the majority set up. But I wanted to point out that her credentials are the second strongest.

Seems to have good administrative skills

Experience; communicates clearly; well versed on a variety of social, community development, financial, and other progressive issues; her excitement was evident; I really enjoyed her discussion of her management styles (go meet people where they work)

Ms. Pavlicek interviewed well, and presented as competent and likeable. She gave good answers to interview questions and seemed to understand the need for a City Administrator to be a bridge-builder with council-members, staff and the public. Solid experience with budget/financial matters. Claimed many achievements involving negotiating skills and excellent financial outcomes.

Experience as City Manager

Wow! What a fantastic candidate!! She is the only real choice in this group of candidates, which should make this an easier decision. She has vision for the city, but listens and actually wants to hear resident feedback. She is a strong leader, and communicated extremely effectively. She demonstrates empathy, but also knows how to make decisions and lead. She is the clear choice!!! Smoothest speaker. Good polish.

Experienced in Illinois villages, both liberal (Oak Park) and more conservative (Downers Grove) Oak Park seems fairly similar to Ann Arbor and she demonstrated a style of leadership / approach to leadership that I appreciated and think would benefit our city.

She was extremely personable and well spoken. Her answers to all the questions were well reasoned. She has a lot of experience in a several different municipalities. Her response related to the working relationship with a college in one of the towns she worked with was very interesting. In her answers, she emphasized her teams' efforts, rather than just her own efforts. Someone who would be supportive of staff is much needed at the City.

Enthusiasm, interest in the city administrator's role as a community leader

Worked in multiple communities, spoke about servant leadership modelling, DEI commitments and in practice, managed to rightsize parking from a budget deficit in 5 years.

She certainly has had a lot of experience in various locations and with cities of various sizes and situations. Is that a good thing? Perhaps, but I'd like a candidate who has connection with Ann Arbor.

Personable, eager, confident.

I liked her enthusiasm in the interview with city council members

Effective communication and interpersonal skills although a bit too brief

Bright and experienced

Prepared well for interview. Had good communication skills.

Areas of concern:

None

From looking at news stories from Oak Park, Cara is not universally liked - a trustee was quoted as saying she was unfairly maligned in private circles and social media. She has also been described as the "smartest person in the room" and there has apparently been poor staff morale. We've had enough of these political games with Howard the last few years - it is time to look for somebody who does not play political games.

Smaller city, not local

Not a good fit for Ann Arbor

She is less knowledgeable about local concerns - this is both a plus and a potential challenge.

Ms. Pavlicek didn't seem to have done much homework on Ann Arbor. Her answers lacked even the kind of specificity that one could acquire from reading news stories about important issues facing our community. Her answers to questions about housing and development in particular, showed a complete lack of knowledge and research into what Ann Arbor has done, the challenges we face, and where we need to go.

I have no areas of concern. I really think she is the best candidate and has great experience.

No experience managing a government as large as Ann Arbor. I fear Ms. Pavlicek will require lots of on the job training which will impede the goals of Council and A2 residents.

Is she ready to lead a large city.

Does not have experience with a municipality with as much variety (University, many neighborhoods, many retail districts)

From another state.

Would she really come to a City that has had recent turmoil?

Did not have a set vision, did not mention much about community engagement.

Not really.

None really

smaller community, no college town experience

Has not managed a city Ann Arbor's size.

Oak Park is a different type of community than Ann Arbor. She seems very capable though and I think she will adapt quickly.

No city management experience

It is a leap to know if the smaller cities Cara has managed were anything like Ann Arbor. She does not bring any knowledge of Ann Arbor, its culture, or its controversies and would have to learn about Michigan laws. We have no evidence that she can successfully lead us through the financial hurdles that we will need to face because of the Pandemic.

Unsure of her passion for Ann Arbor

She doesn't currently live in the area, so perhaps that would lead to a steeper learning curve  
It's probably natural to assume that if one can manage a Midwestern city with 52,000 residents, 370 FT employees, and an annual budget of \$170K , one can manage a city with double or triple the numbers. I'm not so sure. As I've said elsewhere, A2 has some unique and complex challenges, and at least before the pandemic came, we were developing big-city problems and seemed to be inviting more. It is also culturally very different from any of the cities and villages in which Ms. Pavlicek served -- A2 is NOT a typical Midwestern city. I also have no way of knowing how much the achievements Ms. Pavlicek listed on her resume owe to her own skills ... Oak Park is very different from Ann Arbor in proximity to a large city, Chicago

I have none--she is excellent!

Some answers seemed stilted or “produced” more than genuine.

Finance is a collateral, not a primary expertise  
none.

Lack of experience with a municipality that is not a suburb of a huge city

None.

We owned property in Oak Park and it historically has a lot of large apartments interspersed with single family houses, but these apartments have been there for many years (the Condo we owned was on a busy street and was three stories tall built in 1920's). Oak Park is not Ann Arbor. It is a commuter suburb, and very has a very diverse population -both very wealthy and quite poor. The only common denominator that I see is that the taxes are very high and they have trouble with streets, parking, and cleanliness.

Stepping into a position during a pandemic, and the steep learning curve required is a difficult transition that may slow progress for the city. This comment applies across all external candidates.

Does not seem to have managed a city as large as Ann Arbor

Insufficient related experience

Seems too emotional and would have drama and politics, side with certain council members, not be neutral

Smaller town.

Additional comments:

Didn't like her answer to how would you excite city staff and question about her processes of decision making

This process has been rushed and does not do justice to any of the candidates

2nd tier candidate

Generally speaking, this hiring process is moving too fast. The community really should have more of an opportunity to meet and vet these candidates. I really think this is a mistake and you are setting up the new administrator for failure by not giving them the benefit of a thorough interview and evaluation process.

Ms. Pavlicek was good on surface. But should spend more time on search.

This process is too rushed!!

Why is this hire being pushed through this quickly when a new council will take office in less than 80 days? Maybe less of a strain for Mr. Crawford, but is there time to check references and get questions answered for all 4 candidates?

Impressive presence, able to relate her experience to AA's, real competence

She seems like she would get along with all types of people.

Ms. Pavlicek seems like the best candidate, but it is insane that the community only has one televised interview and then 24 hours to provide feedback. This process needs to be slowed down and there need to be more opportunities to get to know these candidates.

Very inspiring; forward thinking and moving Ann Arbor in the right direction

I think she'd be good, but not the candidate who could bring A2 to the next level

I liked her but consider Tom Crawford to be the front runner for all the reasons previously stated.

The newly elected Council Members should select the new City Administrator

None

Overall this process is moving way too quickly!

If not for Tom I think she'd be a decent choice.

This is my preferred candidate.

Having reviewed both her interview and her videotaped short answers, there is no doubt that she is the best candidate for the position. She is smart, personable, interesting, and would be a great addition to the City.

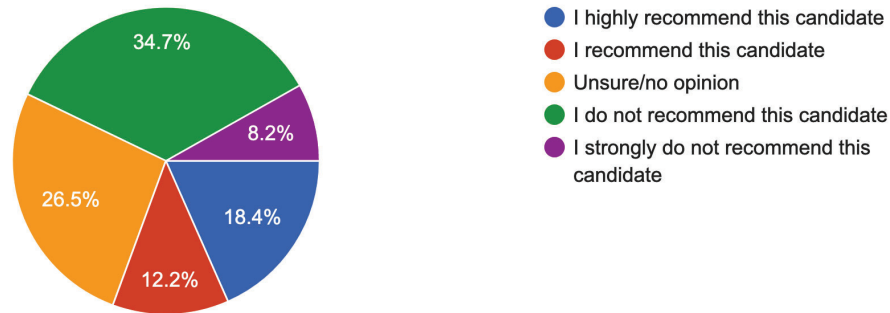
She may underestimate the influence or lack of influence that the city has on UM.

Timing of decision is not fair to candidates or City.

Eric Wobser

For the role of City Administrator:

49 responses



Strengths/positive qualities:

Eric seems very enthusiastic and knowledgeable - it appears he has really helped the town of Sandusky as administrator.

Competent

Experiences are good preparation

He had some interesting experiences bringing people together in Sandusky.

Wow. Wow! Mr. Wobser was highly impressive on so many fronts. He displayed a depth of knowledge about Ann Arbor from living here, and from clearly doing extensive research in preparation for the interview. He came across as far more knowledgeable about the issues than our internal candidate who has worked here for 10+ years. Mr. Wobser excelled on nearly every question, particularly with respect to the most challenging issues facing our city. He communicated a vision, along with concrete actions that he would suggest to council. I have read the local newspaper accounts that laud Mr. Wobser for Sandusky's revitalization in recent years, and lament that he may leave to take the job here. Yet in his interview, Mr. Wobser was humble and quick to credit his community partners for the success of the initiatives that have given Sandusky new life. I loved what he had to say about motivating staff, and working hard to ensure that people feel valued so they can find joy in their work as public servants. Some specific actions he mentioned that we need here in Ann Arbor related to commercial revitalization, programs to market empty commercial space, and working to help and promote new small businesses. He had great ideas on affordable housing, on development and on working with the community to resolve concerns and differences. Mr. Wobser was head and shoulders above the rest of the candidates!

Seems to have good experience, and seems like a capable manager. Sandusky is a very different community than Ann Arbor, but he seems to have been effective there.

Probably the most competent and best communicator

Diverse city government background.

Energy, experiences, enthusiasm.

Has a coherent vision for the future. Able to manage conflicts between stakeholders



Enthusiastic. Loves his work and City.

He actually have the most raw talent and enthusiasm.

He has good experience and background.

Lived in Ann Arbor. Seems to understand Ann Arbor as a whole.

A lot of energy and some good—even striking—accomplishments. Could be a good, energetic, and refreshingly positive leader in the city administrator role. Willing and able to “think outside the box” to get things done creatively.

Fast talker, very involved in Sandusky  
seemed nice

Eric's communication was direct and thoughtful. He's got experience in city administration nearby, and has navigated relationships with large entities (Cedar Point, Cleveland Clinic) which would be required here in A2 as well with UofM. He was focused on community partnerships. He also mentioned attending CC meetings which I thought showed interest in the position.

Not sure

He seems do have done a lot of great things in Sandusky. Seems like a capable leader and an effective executive. Very impressed with the work he did to build a new city hall through a public private partnership.

Eric Wobser has 10 years of executive experience mainly in the small community of Sandusky.

He seems to have had great success in serving that community, his home town. He has tremendous enthusiasm to return to Ann Arbor. He has an expectation that he can handle whatever is put in front of him. If he is right, he would likely energize staff.

Passion for his work, and clearly passionate about Ann Arbor. Good administrative experience.

Worked with unusual/tricky partnerships (Cedar Fair/Point); Great creative redevelopment experience in post-industrial suburbs of Cleveland, which I believe to be highly transferable;

Communicates quite clearly and intelligently about progressive issues; and knew A LOT about what Ann Arbor wanted to do moving forward

Enthusiastic, appreciates A2, claims some impressive achievements.

Experience as City Manager

He has a good background and a lot of experience.

Ambitious, educated, a go-getter and deal maker.

Relevant experience and strong familiarity with both the "company" of this company town. Like his legal background.

Knowledgeable, savvy, creative, energetic, a consensus-builder

Speaks well on development being more complicated than upzoning, able to navigate a difficult transition after a predecessor was dismissed.

He has held a number of position, the variety of which show flexibility.

I really like his emphasis on a modal shift in transportation and how it aligns with our A2zero initiative. His education from law school at U of M. I also like his willingness to work on affordable housing.

No observed strengths

Very bright, ambitious, great work ethic, collaborative

He gave one of the better interviews, despite his relative lack of experience.

Areas of concern:

Eric seems very dedicated to Sandusky - it seems that he should stay there the next few years to help them through this financial crisis. I don't think he has the experience necessary to run a City as large as Ann Arbor yet.

Not local

His ideas about affordable housing do not mesh with mine

I am not sure he had the depth or breath of experience to help Ann Arbor during the challenging times ahead.

My only concern is that this process is moving quite quickly. While I believe Mr. Wobser is the clear front-runner, I think it would be great if the community had a chance to hear more from Mr. Wobser before hiring him.

Lack of relevant experience

Relatively inexperienced and doesn't have a whole lot of experience in cities similar to Ann Arbor.

Sandusky is not Ann Arbor

Mr. Wobser will require lots of on the job training to skill up to managing a city government as large as A2.

None.

Maybe too big a leap.

Not sure if taking a chance on someone from small town makes sense.

He doesn't seem to add much that we don't already have in our city. I struggled to see how he is adding something new to the vision of our future.

Not impressed with his knowledge of the city administrator job. Kept comparing Cedar Point to U of M.

Not sure Mr. Wobser has sufficient breadth of experience to take on the Ann Arbor position. At the risk of a cliché, he'd be a big fish in a small pond—where he has done very well—jumping into a much bigger and more complicated pond. More info on how he's prepared for this position would be helpful.

Fast talker, very involved in Sandusky

lack of working with a community our size, managing our budget

Seemed driven to do things his way. Didn't seem to be a good listener nor observer

He needs more experience before he can come to Ann Arbor and lead a city like ours. The politics here can be toxic, the issues are complex, and the city administrator needs to be someone with more hands on experience in city government.

More taxation?

I am not convinced that he has the experience to take us through the financial issues Ann Arbor may face because of COVID-19. He does not have institutional memory that may play a part in solving whatever challenges Ann Arbor might be facing.

No experience managing a larger city like A2, but doesn't mean he's not capable.

None come to mind

Less experience than any of the other candidates, but sees Ann Arbor as the next and most obvious stepping stone in his career. NOT comfortable with that mismatch between experience and ambition!

Relationship with Cedar Point is not the same as City relationship with U of M, Sandusky is small compared to Ann Arbor

Seems to like to hear himself talk, but didn't really answer the questions.

He doesn't seem to have a lot to contribute to Ann Arbor. He seems like a nice person who would probably do an adequate job, but he wouldn't be a strong leader or communicator for our community.

Humility, community insight, self-promotion

Experience is largely from a smaller city, unclear as to whether he is experienced enough to manage a larger city and larger staff.

Stepping into a position during a pandemic, and the steep learning curve required is a difficult transition that may slow progress for the city. This comment applies across all external candidates.

none

Insufficient related experience and too much emphasis that he 'follows the rules'

Not sure he understands local issues and is too "big vision" for post covid stuff.

Small town. Lack of longer term experience compared to other candidates.

Lack of experience with a city the size of Ann Arbor or college town.

not enough experience with a city the size of Ann Arbor

Additional comments:

Eric should apply for this Job in about 10 more years.

He seems to have been a stable leader for Sandusky

Hope my answers get counted. .. working against the clock here.

This process has been rushed and does not do justice to any of the candidates.

Generally speaking, this hiring process is moving too fast. The community really should have more of an opportunity to meet and vet these candidates. I really think this is a mistake and you are setting up the new administrator for failure by not giving them the benefit of a thorough interview and evaluation process.

Don't let this candidate get away!

Eric is inspiring.

Mr. Wobser was prepared.

Not really sure what the City wants. These are all very different candidates.

I'm disappointed with how rushed this process appears!! Why is there not more time for community comment and input?! This is a MAJOR decision that will impact residents lives!

Why are we not able to participate in this process in a more meaningful way? Why is this SIGNIFICANT decision being made so quickly???

I'm very frustrated and disappointed!! Why is this hire being pushed through this quickly when a new council will take office in less than 80 days? Maybe less of a strain for Mr. Crawford, but is there time to check references and get questions answered for all 4 candidates?

Demonstrated inability to connect to Ann Arbor's needs except through obvious assertions - football, law school, children ready for our schools.

I am very unhappy that the new Councilmembers-elect only have an advisory role in this hiring decision.

Nothing stands out

Was impressed by the interview and think he'd be able to attract talent to city hall. And also a Michigan alum!

He appears to have done well in Sandusky and MAY be able to do equally well or better in a city "one rung up." But I do NOT see him as A2 City Administrator - needs more years of seasoning beforehand!

The newly elected Council Members should select the new City Administrator

Interesting that he has lived in Ann Arbor

The community needs more time for input in this process.

This is my second choice candidate.

Listening to this candidate's interview made me want to go down to city hall and volunteer my time to work in his administration.

He and the other external candidates are unlikely to understand the significance of effectively influencing the UM in our community.

I also like his past experience working in Cleveland.

### Additional Comments

City Council must slow this process down to allow for appropriate public input. The lack of transparency and opportunity for public feedback is further evidence that this council has lost touch with the constituents it serves. We deserve better, and the election results speak to the need for leadership that represents the many and not the few. Slow. This. Down.

Tom Crawford is a straight shooter - he is dedicated to public service and serving the people of Ann Arbor.

I have met Tom Crawford. Isn't he the only local candidate? From my vantage point, since he's been as close to the situation as one can get, if he actually wants the job, and if he is as qualified as I suspect he is, then I would support his being given the job. If, on the other hand, those interviewing candidates, have determined that an "outside" person is needed, then so be it.

This is rushed. I am seeing this late on Friday, and I can't believe the Council would proceed in this manner. This is an embarrassment. There needs to be more time for public review and input.

Every tenet of inclusive democratic process is being ignored. If I saw it earlier in the day I might have had a chance to view the videos and offer constructive input. There is no rush to make this decision.

I understand this process is on a tight schedule, but I wish there were just a little more time for citizens to watch the interviews and provide feedback. Thanks.

It is a critical position, that of Ann Arbor city administrator. It requires much thought, and, I would expect, a robust citizen inclusive process. Unfortunately, the public only has until today at midnight to provide feedback. Council could select a new administrator as soon as Monday, 8/24. When Ann Arbor hired its new police chief in 2019, it was a six-month process that involved multiple opportunities for public input. Before the city launched its recruitment efforts, it turned to the community with a series of public meetings and an online and paper survey to get input on what qualities residents would want the new police chief to possess. Once the field was narrowed to three candidates, the public was invited to a reception to meet and talk with them, as well as to the open public interviews. The job of administrator is quite obviously the most important job in city government. The process for hiring a new administrator should be at least as robust as the one employed to hire our police chief, if not more. I call on City Council to

develop a more robust, more community-focused process. I, for one, would like to see council ask the finalists each to develop a presentation on their vision for Ann Arbor, and deliver them at community meetings. This would ensure that the citizens of Ann Arbor have opportunities to participate in the process. It would serve to both educate the residents on the job of the city administrator and be part of the hiring process. After all, the City Administrator is responsible for all aspects of the city and is accountable to the City Council, who are accountable to the voters. Thank you. Neal Elyakin (Ward 5) 1300 Red Oak

This search is moving way too fast and residents have not been sufficiently engaged. I can't be expected to watch interviews & provide feedback within a matter of days during a busy work week. There needs to be additional community involvement before this decision is made. I call upon Council to slow down.

Please do not rush this process. Postpone the decision until there is more time to vet the candidates.

I have not yet had the opportunity to watch the interviews, but I'm very concerned about the pace with which this process is being conducted. I had hoped that after the rushed and opaque firing of our previous city administrator, that at least the public would have an opportunity to weigh in on his replacement. Please slow down and take the time necessary to make sure that a broad range of community members can participate in this very important process.

None of the other candidates rose to the level of Tom Crawford's known skills and capabilities. I really hope that council slows down and gives the community more time to engage with this process. 24 hours is not enough! We had far more community engagement when we hired our police chief, as well as when AAPS hired Dr. Swift. Please slow down and create more opportunities for the community to engage with the top candidate or candidates before making the hire. This is a huge decision and should not be taken lightly. Based on the interviews, the internal candidate clearly is not the strongest (I have spoken with MANY people who say the same). Mr. Wobser is the clear front-runner. But hiring someone from the outside requires more input from the community to achieve the level of comfort necessary for the candidate to come in with strong support.

Generally speaking, this hiring process is moving too fast. The community really should have more of an opportunity to meet and vet these candidates. I really think this is a mistake and you are setting up the new administrator for failure by not giving them the benefit of a thorough interview and evaluation process.

The final four candidates are no where near the quality they were in 2016. Go back to the drawing board.

I was surprised by the lack of questions related to managing a growing multi-ethnic community and the lack of questions related to reforming city government to become more anti-racist. This hiring process seems rushed to avoid input from residents on the next city administrator. Council should extend this process to solicit input from residents and an opportunity for vision casting by the candidates for the city of Ann Arbor.

Loved the opportunity to watch the interviews.

Given the large turnover in City Council members, the decision on hiring a City Administrator should be left to the new City Council elected this November.

Ranking of the candidates: 1. Cara, 2. Eric, 3. Tom, 4. Joyce  
Why is this search being done at this time?

This process is WAY too rushed!!! Why is this moving so quickly without adequate time for community input and feedback?? I don't feel like this form is sufficient but it is essentially all the community was offered!! Why??

1. Joyce 2. Tom

I did hear all the interviews. All the candidates have strengths, but they are all well behind Crawford in meeting the challenges we will have in the coming years. Now is not the time to try to meet a steep learning curve.

I appreciate the opportunity to listen to the Council's interviews. Well done.

Tom Crawford is by far the best choice to lead Ann Arbor through the next few years of budget difficulties. He is well liked by staff, and completely non-political!

The community needs more than 24 hours to view and comment on these interviews. This process is being rushed unnecessarily. Please extend the deadline and consider adding more community engagement opportunities for the finalists. Thank you.

Pavlicek and Crawford stand out among the four candidates. I would be disappointed if neither of these candidates were offered the position. Wobser and Parker seem like poor choices for Ann Arbor.

Why the rush? There should be a more robust process for public engagement.

I am really unhappy that this process is moving so quickly.

I don't think anything the other candidates could bring would compare to the tremendous value of experience with this city.

Wish there could have been more time allotted for this; not everyone will get a chance to express their opinions

The deadline should be extended. The council has embarrassed themselves because the majority insists on poor governance.

Thanks for asking for this input!

Please do not rush this process! Please allow for more input from residents.

I have no trust in the current City Council majority, and based on CM Anne Bannister's comment during a Council Meeting that "we should stick to the plan" makes me suspect the outcome was pre-ordained. The newly elected Council Members should make the decision for the new City Administrator, so my opinion is that the decision should be delayed until November when the new Council is seated.

Tom Crawford is by far the best choice...

Community input at this late date and with little time to give feedback is very unfortunate.

I really hope Tom Crawford is hired for this position. He sincerely cares about our city and its residents and would do a great job.

I would very much like to view these videos and provide feedback. But I'm a working parent, and you've given me less than 2 days to do this (and weekdays, at that). I'm surprised by how rushed this process is. Could we please give this critical hiring process more time?

The community deserves to be a meaningful part of this process. Choosing a City Administrator is a key part of shaping our future as residents. I am EXTREMELY DISAPPOINTED with the pace of the hiring process. Residents were given short bios in a press release, one opportunity for community members to see an interview, and then 24 hours to provide feedback!!!! That is absurd! I feel like with that little amount of exposure to candidates and essentially no time for community feedback it is like City Council doesn't even want our feedback. I took the time to watch the interviews, and to fill out this form (even though it was extremely rushed and during the week so residents who work and have families will probably not have the time to participate

in this process). But even though I participated to the very limited extent I was permitted, I do not think this allows for even the most basic participation of residents. I'm extremely disappointed in City Council and what appears to be a rushed and inadequate effort to find an excellent leader for our community where residents actually have a voice in the process. I do not understand why this is such a hurried process. I feel disenfranchised and excluded in this process, and I know other working residents with families also feel pushed out of this process. I'm so disappointed in the City Council's lack of respect and utter disregard for our community in this process!

I'm not privy to all the challenges we face, but it's a great pool of candidates -- something for everyone, depending what you want/need. I tried to coordinate how they presented themselves with the qualities that were published as being sought for the job.

The fact that this form depended on my having watched the live videos that were not subtitled or recorded for folks who couldn't set aside 3 hours is entirely UNACCEPTABLE. I watched the interviews because I am wonky and engage with this stuff regularly but know many folks who can't make that time and who are still deeply interested in this process. I am very disappointed at this level of gate keeping for such an important role.

Once again, I do not think this Council should be making this decision. From an HR standpoint, it makes no sense to have council members who were voted out of office because of their treatment of the prior City Administrator, picking the next City Administrator. Moreover, their familiarity and comfort with Tom Crawford presumably is the reason he is being considered for this position. That should not be a sufficient reason for hiring him over other more qualified candidates.

The appointment for the city administrator position should be made by the newly elected members of the Ann Arbor city council. The old members who were not reelected are moving too fast and should allow the new members to make the decision.

The consultant identified great candidates for the position. I feel that the answer is clear in support of Mr. Crawford as a strong fit for continuing as the Ann Arbor City Administrator, given his excellent prior performance in Finance for the city, and his excellent prior performance as acting administrator. We will be able to move forward effectively and more rapidly in the coming challenging period facing us, with Mr. Crawford working as our administrator.

Where's the fire? This is a hurried process by a lame duck council. More time, please!

Final interviews between the top two candidates to drill down for more about information their leadership skills is recommended

Having been a part of many hiring decisions, no other organization would make a hiring decision when a large number of the governing board was departing. That the City Council would even consider doing this at this time raises serious questions.

Tom Crawford should be hired. He has the experience that Ann Arbor needs.