



MEMORANDUM

TO: Mayor and Council
FROM: Tom Crawford, City Administrator
SUBJECT: Resignation
DATE: August 3, 2021

Raised by a father who spent his career in the Navy – who was also raised by a father who served in the Navy – my siblings and I understood the value of service from a very young age. Although the first chapter of my career was spent in the private sector, my desire to contribute to something greater than the bottom line grew and I found my calling as a public servant. My wife, our children and I are proud to call Ann Arbor home and for nearly two decades it's been an honor to serve the Ann Arbor community. It's also been an honor and a privilege to serve alongside the many talented, driven and compassionate staff and community leaders who are dedicated in service to our residents. I have learned and gained so much from all of them as we experienced the challenges and opportunities over the past year and a half. Faced with an unprecedented set of events, our employees and so many others across the city, went above and beyond their individual duties, rising to the moment in service to this community. I have incredible admiration for their work and effort, and we are safer and healthier because of their unwavering commitment during one of our most difficult periods as a city and a country.

The past eighteen months tested all of us – physically, emotionally and mentally. As a leader I have reflected upon this time and recognize that I have not always been at my absolute best, which I now understand created hurt, distrust and anxiety amongst some staff. To all those who were negatively affected, I sincerely apologize. As a public servant, I have high standards for myself and staff, and I personally did not meet my own standards. I believe deeply that diversity and inclusivity bring enormous value to the organization and the city as a whole, and I offer my apologies to our entire community for not unceasingly meeting the principles I and City Council pledge to uphold.

I regard the role and responsibilities of a City Administrator with great seriousness. Although I had hoped for the opportunity to rededicate myself to the position and the critical efforts of improving diversity, equity and inclusiveness, I recognize this is an impossibility for some, and I want the city to move forward in a positive way. To this end, please accept my resignation from the role of City Administrator effective today, August 3, 2021. As there are many important

items and initiatives in progress, and I am available to support the transition of these efforts, please accept my resignation as a permanent employee of the city on October 1, 2021.

I believe in the past year we made significant strides to establish the critical foundation necessary for meaningfully becoming inclusive as an organization and a city. However, there is much more work to be done to become the Ann Arbor we desire to be. Improving diversity, equity and inclusiveness asks each of us to journey together with our hearts, heads, and voices and be accountable to ourselves and others. It is a sometimes messy and heart-wrenching endeavor where individuals and institutions may fall short. When that happens, it is my hope that failures are accompanied by the opportunity to learn and grow – it is my experience that as a society we are at our best when we work *together* to build our future. Going forward, my hope is Ann Arbor becomes a model of how to positively reckon with the injustices created in the past to build a brighter future for *all* our residents while also caring for each other along the way.