



**EMPOWER
YOUR
PURPOSE**

**Ann Arbor DDA
Executive Director**

**360 Performance
Review Summary**

March 11, 2026

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Executive Summary

Rehmann conducted a second annual 360 degree feedback survey for Maura Thompson, Executive Director of the Ann Arbor DDA. The objective of this 360-degree evaluation is to assess the performance and leadership qualities of this leader. The evaluation focused on competencies that are critical to success, organized in ten main categories: character, communication, team leadership and management, relationship with Board Members, strategic leadership, collaboration with city and stakeholders, financial leadership, operational leadership, feedback, and professional development.

Methodology

The evaluation was created and administered using an internet-based survey. The same survey was used this year as last year to provide trending analysis. Individuals were invited to share their feedback using a secure link to access and complete the evaluation. For 2025, members of the DDA Board, and DDA staff. 21 people in total were invited to provide feedback. Community partners did not participate this year and will be asked to participate every other year. In addition, Maura was asked to provide a self-evaluation. The survey was available for feedback from January 26, 2026 through February 10, 2026.

Key Findings

- Overall, this leader continues to receive positive ratings and reviews
- The overall rating average increased over last year for all rater groups. Most notably is the increase from the staff rater group, increasing 0.31 over last year.
- The overall self-review ratings also saw an increase in most areas, suggesting a possible increase in confidence and experience in the role.
- The data suggests that all rater groups believe this leader continues to excel at character including transparency, trust building and being respectful while being an effective communicator, likely strengths of this leader.
- This leader is also effective in collaborating and building relationships not just with staff but with board members according to the data.
- The lowest rated category, professional development, saw improvement over last year and remains an area for incremental improvement opportunity.

Summary

According to the data collected, this leader has continued to bring strong character, communication and team leadership to the role of Ann Arbor DDA and continues to exceed expectations in most categories. This leader's strong character and ability to build trusting relationships with team members, the board and community is continuing to positively impact her ability to perform the essential functions of this role.

The Evaluation

The Sample

Twenty-one individuals were invited to provide feedback using the evaluation. Eighteen individuals provided feedback, which includes Maura's self-review resulting in an 86% response rate this year, an increase of 12% over the previous year. Below is a breakdown of the response rates for each year.

	2024			2025		
	#	N	%	#	N	%
Self	1	1	100%	1	1	100%
Board	10	6	60%	12	10	83%
Staff	8	7	88%	8	7	88%
Total	19	14	74%	21	18	86%

The Evaluation Scale

The same evaluation was used as the previous year which focused on competencies that are critical to success. The evaluation included 56 rating-based items using the five-point scale below. The scale asks raters to share the degree to which they believe this leader meets expectations.

1. Does not meet expectations
2. Occasionally meets expectations
3. Consistently meets expectations
4. Occasionally exceeds expectations
5. Regularly exceeds expectations
6. "Have not experienced or observed"

Evaluation Competencies

Individuals were asked to respond to 56 items grouped in ten important leadership and role competency areas below as well as overall ratings.

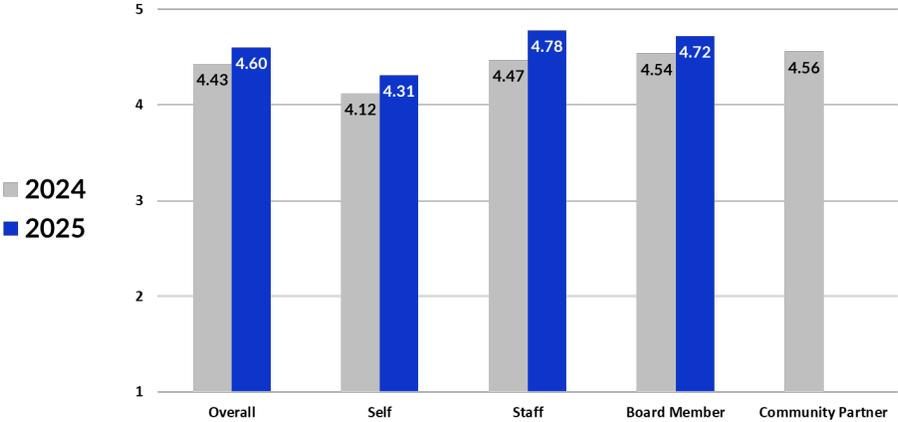
- Character
- Communication
- Team leadership and management
- Relationship with Board Members
- Strategic leadership
- Collaboration with city and stakeholders
- Financial leadership
- Operational leadership
- Feedback
- Professional development

In addition, raters were offered an opportunity to share specific comments reflective of these categories and overall comments using 13 open-ended questions.

Results

Overall

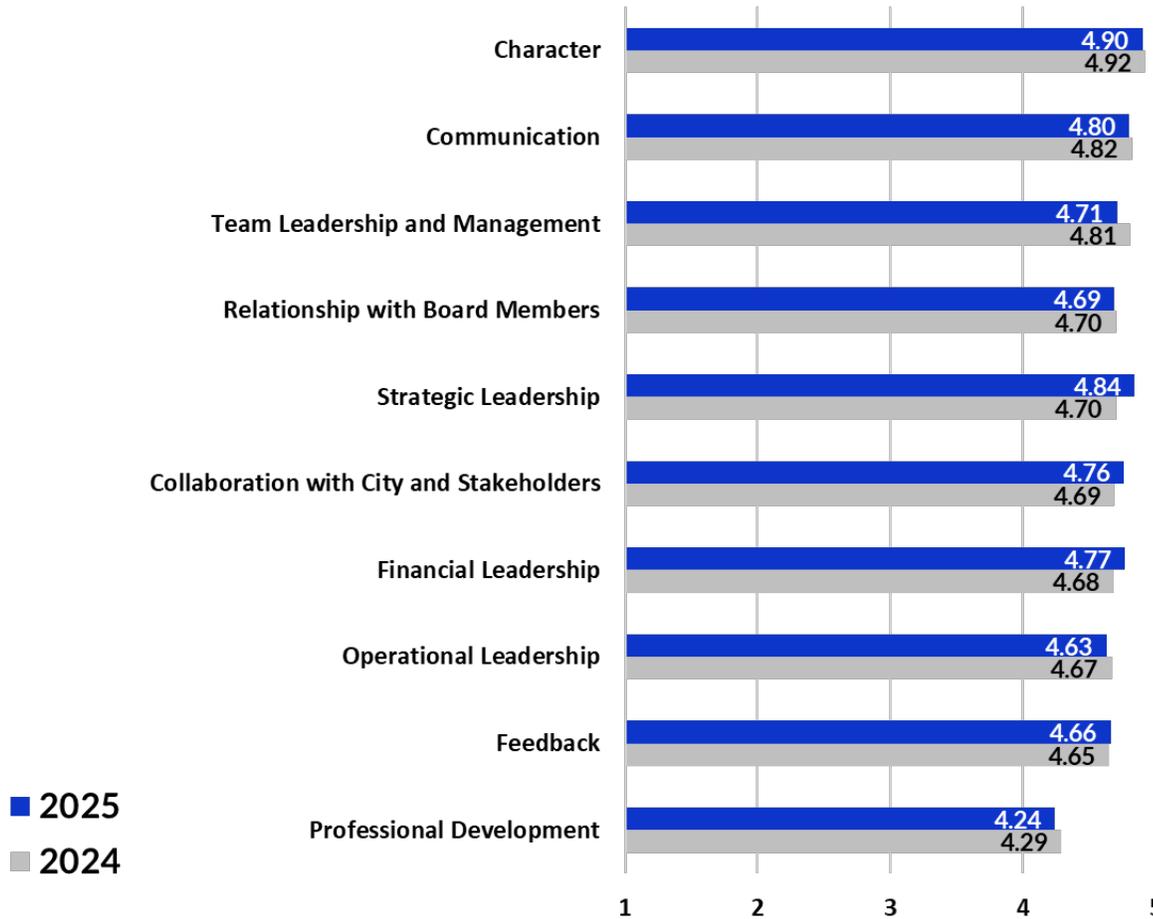
The overall average of all items in the survey, for each rater group is below. The chart represents 2024 and 2025 overall averages.



The results above show overall average improvement for all rater groups over last year. The self-rating continues to represent the lowest rating. All ratings fall within the “occasionally exceeding expectations” rating level.

Results by Competency/Skill Group

Below are the overall results, for all rater groups for each competency and skill category. The chart represents the overall average (based on five-point scale) for all responses to all items within each category. The chart represents two years of data.

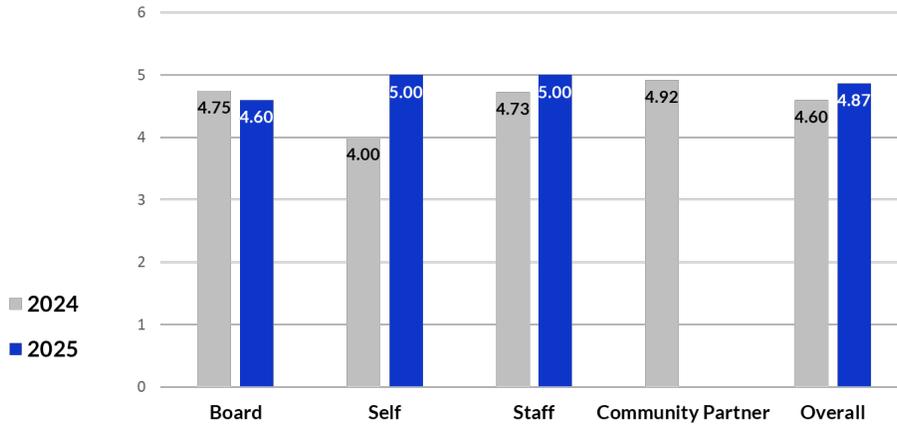


Ratings remain consistent for all competency areas with minimal change. The most significant change was in the Strategic Leadership category which increased 0.14 in 2025.

Overall Questions

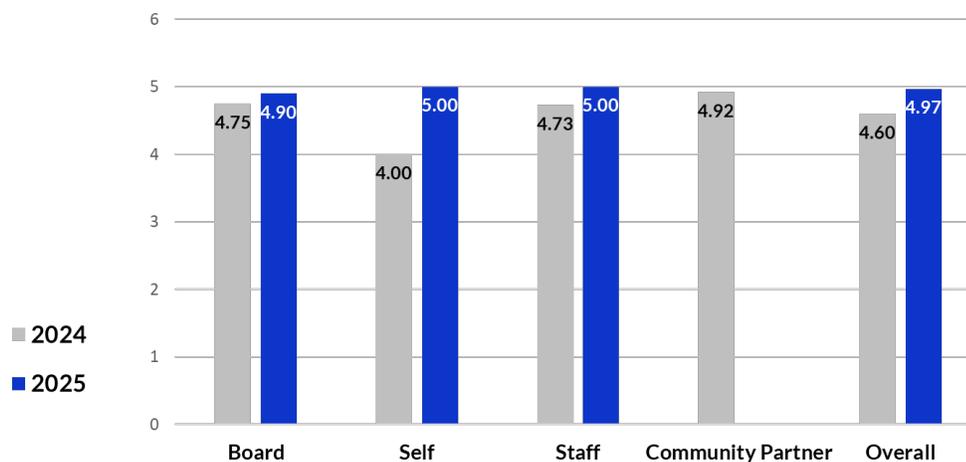
Raters were asked to respond to two overall questions with results represented below.

Overall, how well does this leader do in achieving the goals and objectives of the Downtown Development Authority?



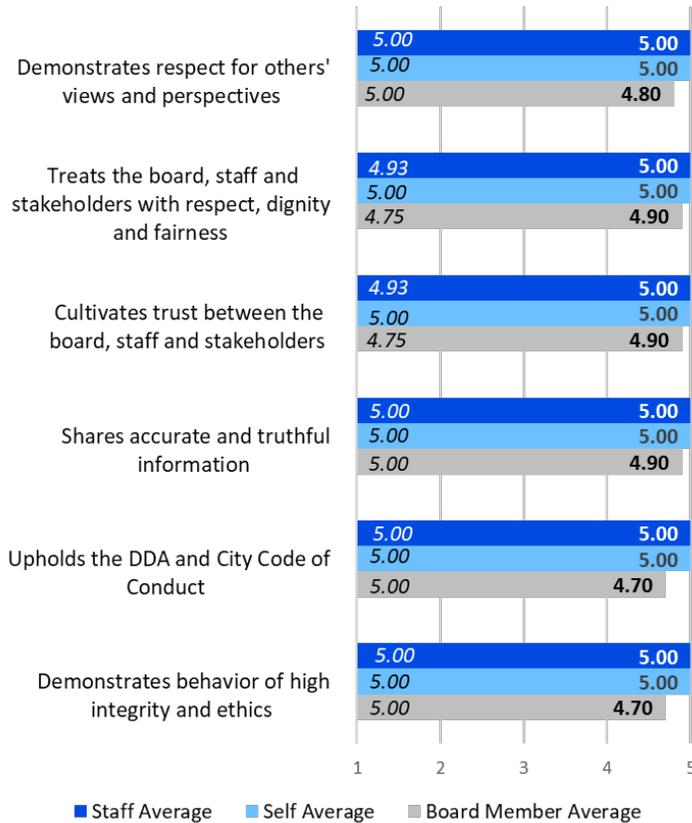
Responses show slight variation between rater groups for 2025. Notable was the self, overall and staff rater increases.

Overall, how well is this leader performing the essential duties of the job?



Responses show consistent high ratings among rater groups om 2025 with increases in all rater groups compared to the previous year. Notable is the increase in self and staff rating increases.

Character



Note: numbers in italics left represent 2024 averages

Insights

Three highest rated items (4.97):

- a. Treats board/staff & stakeholders with respect...
- b. Cultivates trust ...
- c. Shares accurate & truthful information

Two Lowest rated items (4.90):

- a. Upholds DDA code of conduct...
- b. Demonstrates behavior of high integrity/ethics

Summary

Highest overall rating skill area from all rater groups

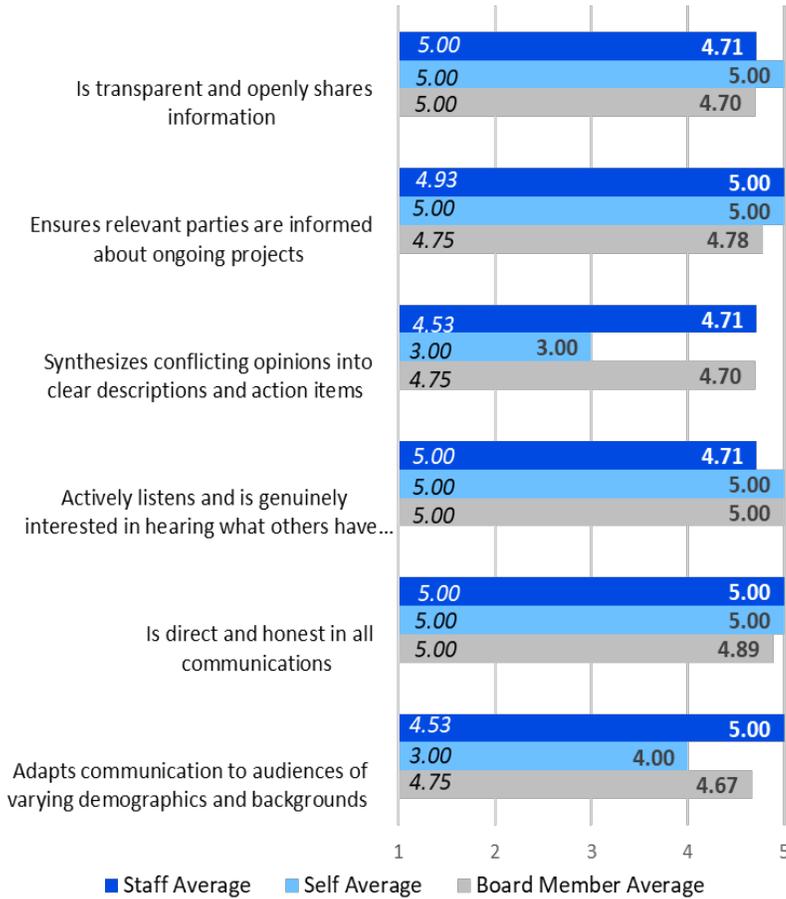
Overall ratings for this category from all rater groups

Group	2024 Ave	2025 Ave	Change
Board	4.92	4.82	-0.10
Community	4.97	*	*
Self	5.00	5.00	*
Staff	4.98	5.00	+0.02
Overall Average	4.97	4.94	-0.03

Comments

- Maura conducts her work with great care and integrity.
- Maura demonstrates behavior of the highest integrity and has build significant trust within the DDA and with external stakeholders and partners through her proactive sharing of accurate and truthful information and clear and ever-present commitment to the DDA and City's Code of Conduct.
- Love working for Maura. Her character and integrity are something to strive for, she always gives a feeling of transparency and honesty.
- Maura has demonstrated excellent leadership and cultivated an environment of professionalism and mutual respect with staff, city leadership, stakeholders, board members, and the public.

Communication



Note: numbers in italics left represent 2024 averages

Insights

Highest rated item (4.96):
Is direct and honest in all communication

Lowest rated item (4.14):
Synthesizes conflicting opinions into clear descriptions and actions

Summary
High ratings from all rater groups and significant variation in self rating vs. other raters

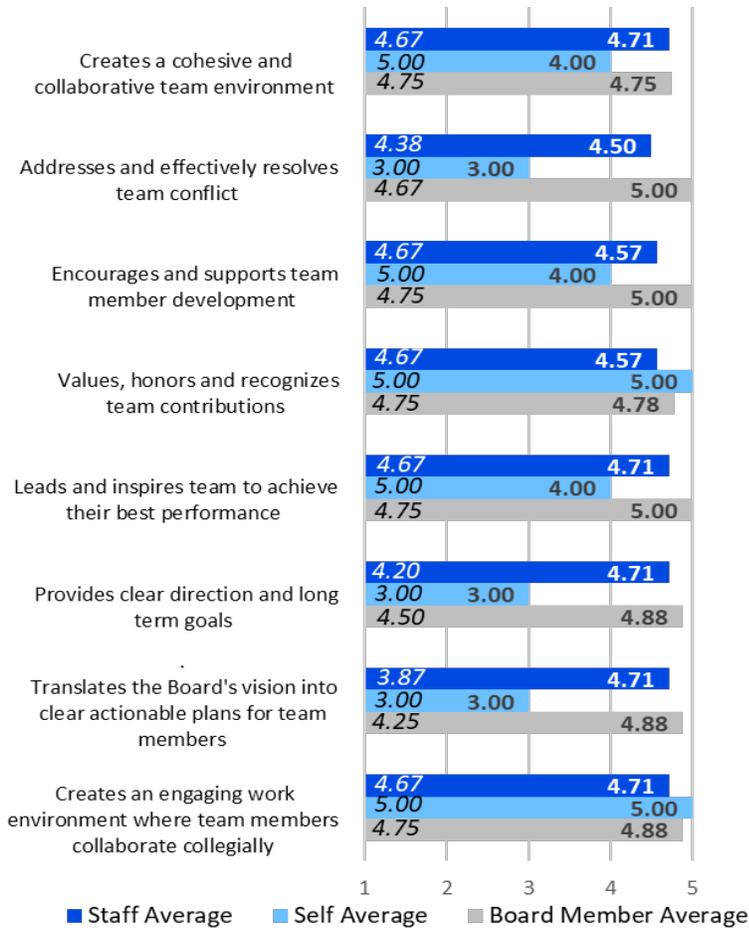
Overall ratings for this category from all rater groups

Group	2024 Ave	2025 Ave	Change
Board	4.88	4.79	-0.09
Community	4.96	*	*
Self	4.33	4.50	+0.17
Staff	4.83	4.86	+0.03
Overall Average	4.75	4.72	-0.03

Comments

- Maura’s communications are always factual and concise.
- Maura will meet you where you are and genuinely cares about what you have to say - even if she doesn’t agree. If she feels she can make a connection between stakeholders or provide something helpful, she will.
- This is an area of great strength for Maura. She is genuine and caring and it comes through in her communications.

Team Leadership and Management



Note: numbers in italics left represent 2024 averages

Insights

Highest rated item (4.86)
Creates an engaging work environment where team members collaborate collegially

Lowest rated item (4.17):
Addresses and effectively resolves team conflict

Summary

Notable high ratings for staff and increase year over year

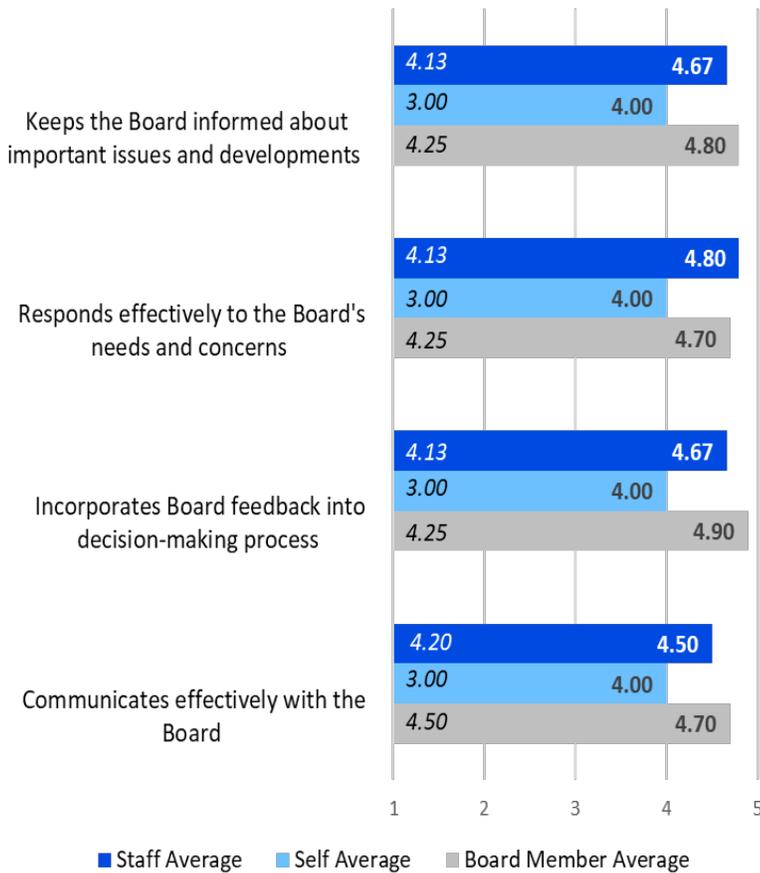
Overall ratings for this category from all rater groups

Group	2024 Ave	2025 Ave	Change
Board	4.65	4.89	+0.24
Community	4.54	*	+
Self	4.25	3.88	-0.37
Staff	4.47	4.65	+0.18
Overall Average	4.48	4.47	-0.01

Comments

- Maura has fostered an incredibly supportive environment where team members can do excellent work.
- Maura regularly reaches out to board members to ensure that they are to do date. She is not afraid to ask questions, deliver tough news, or seek advice. She is a great administrator. Her status among those in the community is very high.
- From my experience, Maura has the respect of her team, and she lifts up individuals and recognizes them for their work. Some of these categories are not observed or experience due to how the board is setup.
- Great communicator to staff, calls meetings when she has important information to share. Always has her door open for staff to come in with questions or thoughts.
- From my observations, Maura has consistently demonstrated excellent and humble leadership in regards to staff and their development and contributions.

Relationship with Board Member



Note: numbers in italics left represent 2024 averages

Insights

Highest rated item (4.52):
Incorporates Board feedback into decision making process

Lowest rated item (4.40):
Communicates effectively with the Board

Summary

Notable increases year over year for all rater groups

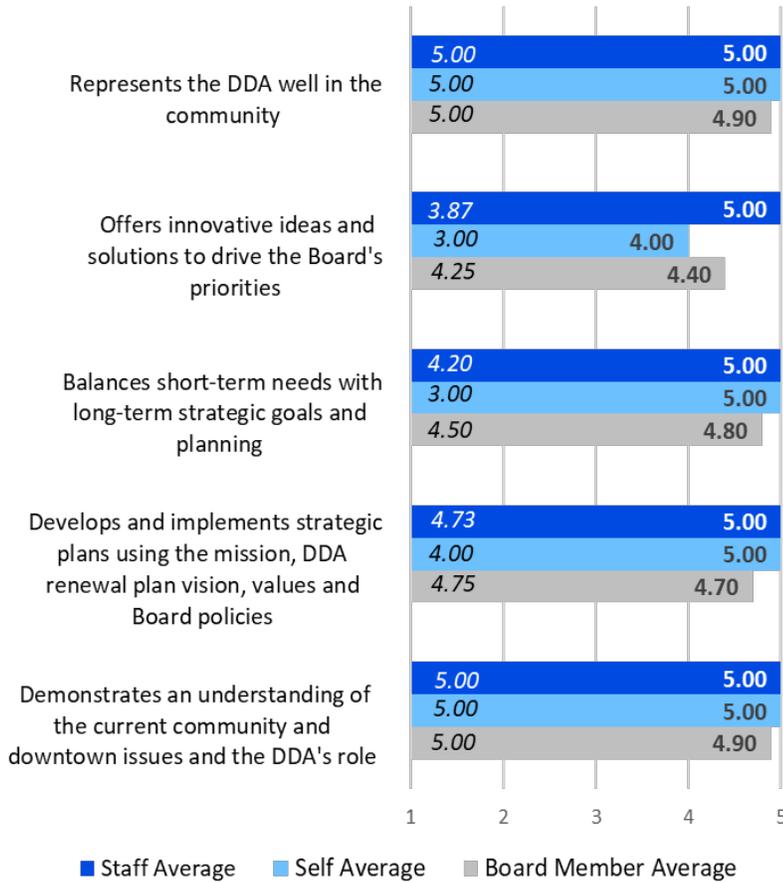
Overall ratings for this category from all rater groups

Group	2024 Ave	2025 Ave	Change
Board	4.31	4.78	+0.47
Community	4.44	*	*
Self	3.00	4.00	+1.00
Staff	4.15	4.66	+0.51
Overall Average	3.98	4.48	+0.50

Comments

- I've never once had an issue with her communication style.
- While historically an excellent communicator, I've seen Maura communicate even more effectively with this board throughout this past year - with timely updates, and opportunities to dig in deeper. This is greatly appreciated.
- Our board is a bit less connected post-covid -- there's room for additional connectivity and engagement.
- I have greatly enjoyed working with Maura as a board member. She and staff keep us informed, engaged, and provide a comprehensive framework of information and context to aid in decision making and strategic planning.

Strategic Leadership



Note: numbers in italics left represent 2024 averages

Insights

Highest rated items (4.97):
Represents the DDA well in the community

Demonstrates an understanding of the current community and downtown issues and DDA role

Lowest rated item (4.47):
Offers innovative ideas and solutions to drive the board's priorities (3.80)

Summary

Notable increases across all rater groups, largest increase of all skill areas

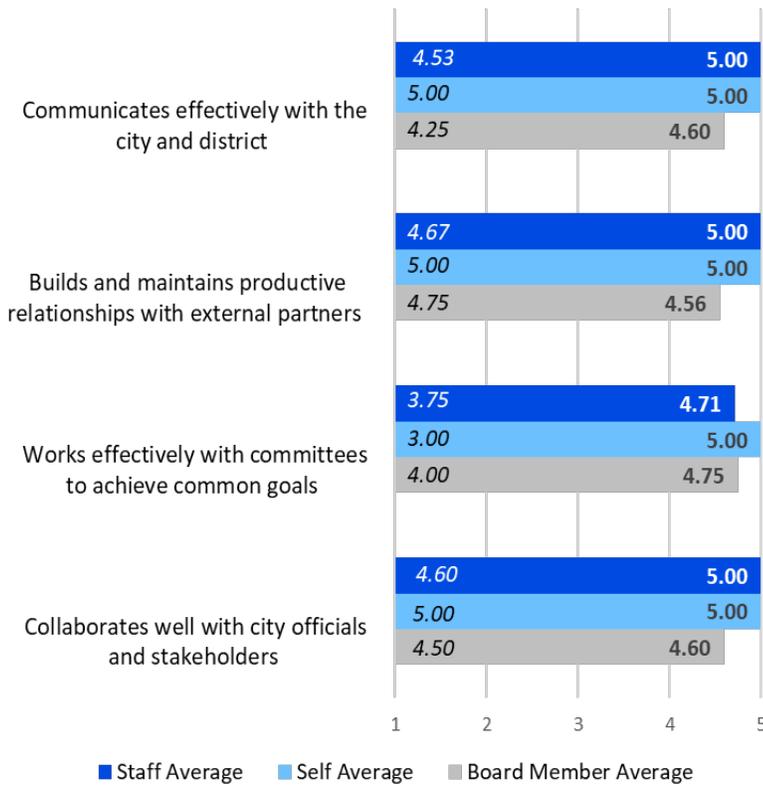
Overall ratings for this category from all rater groups

Group	2024 Ave	2025 Ave	Change
Board	4.70	4.74	+0.04
Community	4.70	*	*
Self	4.00	4.80	+0.80
Staff	4.56	5.00	+0.44
Overall Average	4.49	4.85	+0.36

Comments

- Maura approaches her work by building community and trust. She is able to source the ideas, expertise, and perspectives of many and that broader understanding informs her work and serves the organization very well.
- Maura is an excellent representative of DDA in our community and has truly excelled in her creative and strategic problem solving throughout this past year (which hasn't always been easy - especially when balancing our short-term goals and long-term mission).
- Maura is always strategic via great communication and giving a feeling of trust. She always is talking about the big picture and steps to get there doing the best that we can.
- Excellent strategic work on the new plan and anticipating downtown's growing needs and adapting to changing realities.

Collaboration with City and Stakeholders



Insights

Highest rated items (4.87):

- Communicates effectively with the city and district
- Collaborates well with city officials and stakeholders

Lowest rated item (4.82):

- Works effectively with committees to achieve common goals

Summary

Notable increase across all rater groups

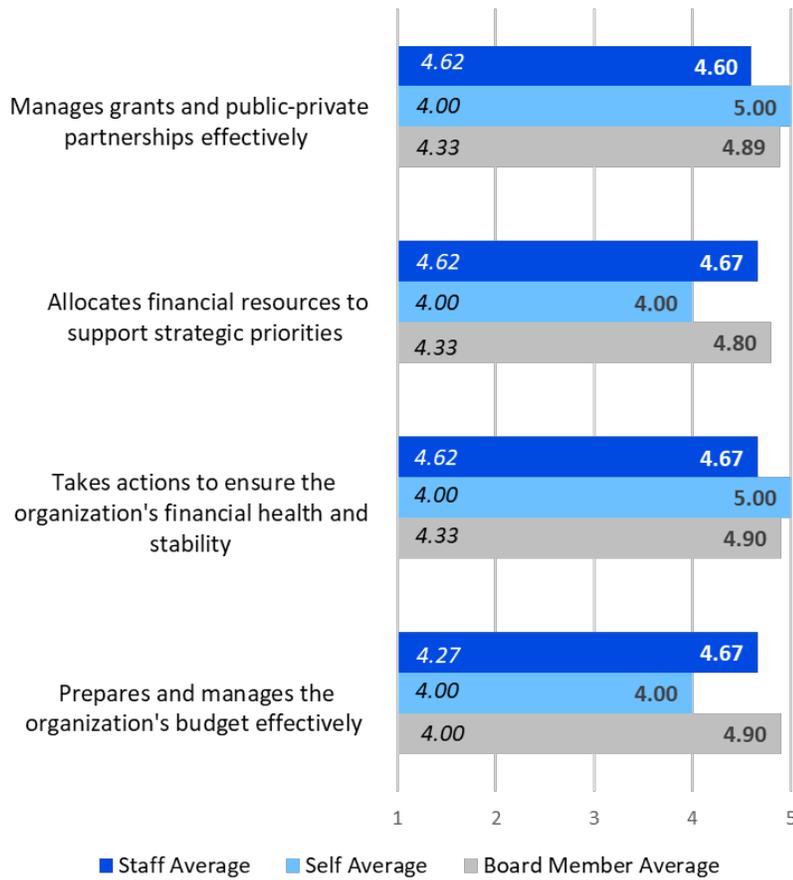
Overall ratings for this category from all rater groups

Group	2024 Ave	2025 Ave	Change
Board	4.38	4.63	+0.25
Community	4.38	*	*
Self	4.50	5.00	+0.50
Staff	4.39	4.93	+0.54
Overall Average	4.41	4.85	+0.44

Comments

- Suggest starting discussions that have financial implications with ALL City relevant offices sooner if possible.
- This is a critical responsibility. Maura recognizes that and has put forth a significant effort to build and maintain these relationships to the benefit of the organization and the community.
- Every interaction I have with other city partners rave about Maura's collaboration style.
- As demonstrated clearly to me during the DDA Development plan process, Maura works hard to find common ground and advances our priorities in a respectful, mutually beneficial way.
- I've been on a number of communications from business owners and District leaders with Maura and she always listens and tries to be helpful. I have never heard anyone speak anything but good things about Maura.
- I have observed the collaboration between DDA, and city staff, leadership, and council improve significantly since Maura's tenure began.

Financial Leadership



Insights

Highest rated item (4.86):
Takes actions to ensure the organization's financial health and stability

Lowest rated item (4.49):
Allocates financial resources to support strategic priorities

Summary
Notable increases across all rater groups

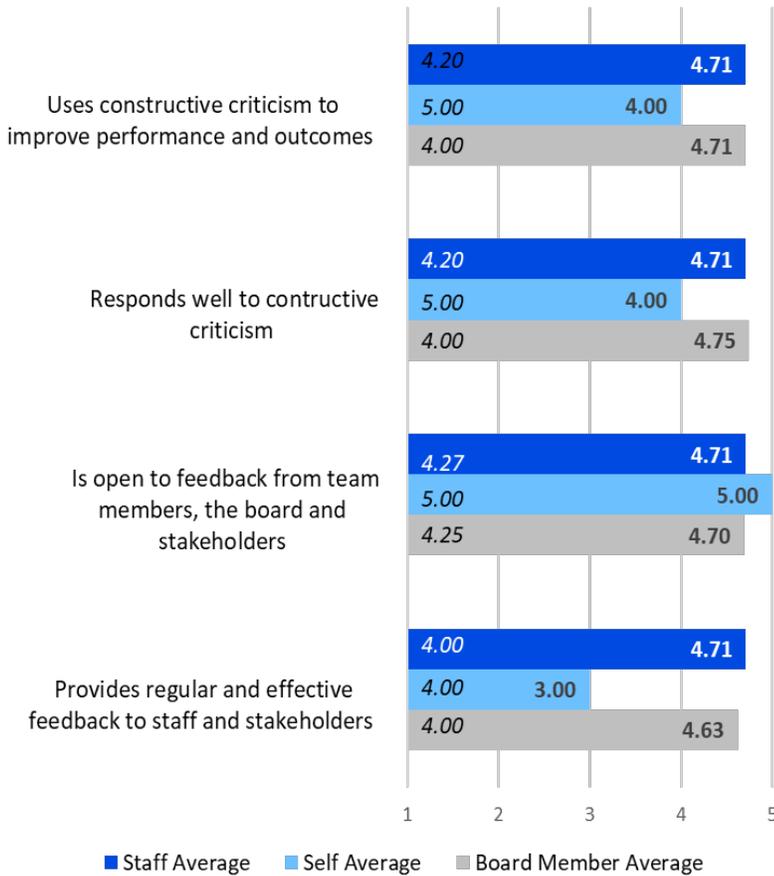
Overall ratings for this category from all rater groups

Group	2024 Ave	2025 Ave	Change
Board	4.25	4.87	+0.62
Community	4.67	*	*
Self	4.00	4.50	+0.50
Staff	4.53	4.65	+0.12
Overall Average	4.36	4.67	+0.31

Comments

- With the help of Sara and others on staff, Maura is a great fiscal steward. Her team has prepared fund equity policy that the board has passed to ensure that we are maintaining a conservative budget.

Feedback



Note: numbers in italics left represent 2024 averages

Insights

Highest rated item (4.80):
Is open to feedback from team members, the board and stakeholders

Lowest rated item (4.11):
Provides regular and effective feedback to staff and stakeholders

Summary
Notable scores and increases in staff rater group overall

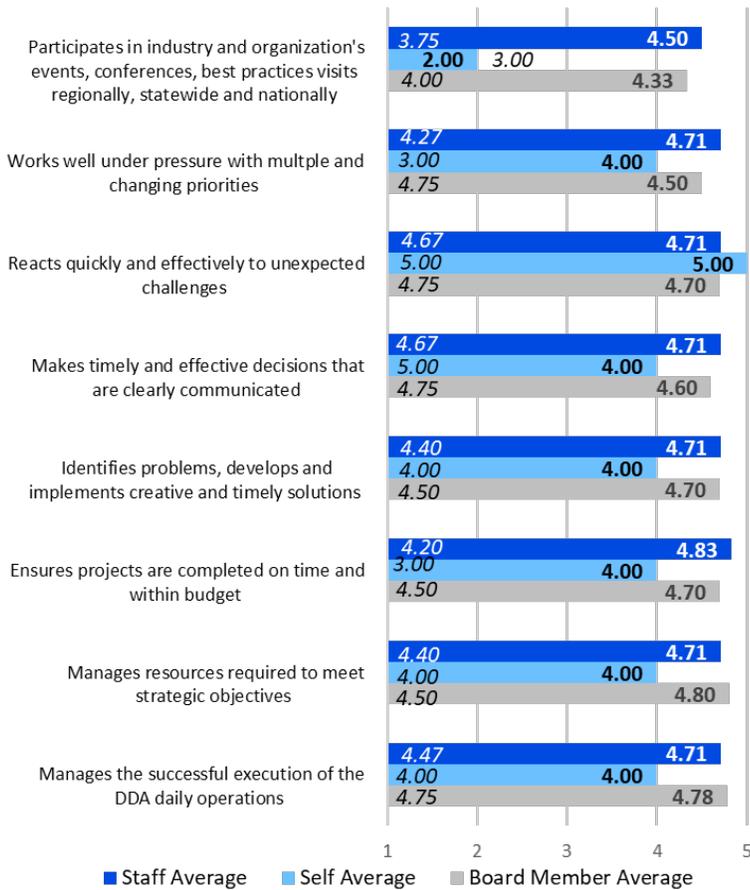
Overall ratings for this category from all rater groups

Group	2024 Ave	2025 Ave	Change
Board	4.06	4.70	+0.64
Community	4.02	*	*
Self	4.75	4.00	-0.75
Staff	4.17	4.71	+0.54
Overall Average	4.25	4.67	+0.42

Comments

- Maura is very adept at listening to and understanding differing perspectives on the performance of the agency.
- Communication and feedback in this organization is healthy, constructive, and open.
- I have given feedback to Maura on occasion, and she has been extremely gracious in her response and follow up. She is a very reflective leader.

Operational Leadership



Note: numbers in italics left represent 2024 averages

Insights

Highest rated item (4.80):
Reacts quickly and effectively to unexpected challenges

Lowest rated item (3.61):
Participates in industry and organization's events, conferences, best practices visits

Summary

Variations among raters, notable increase in staff ratings

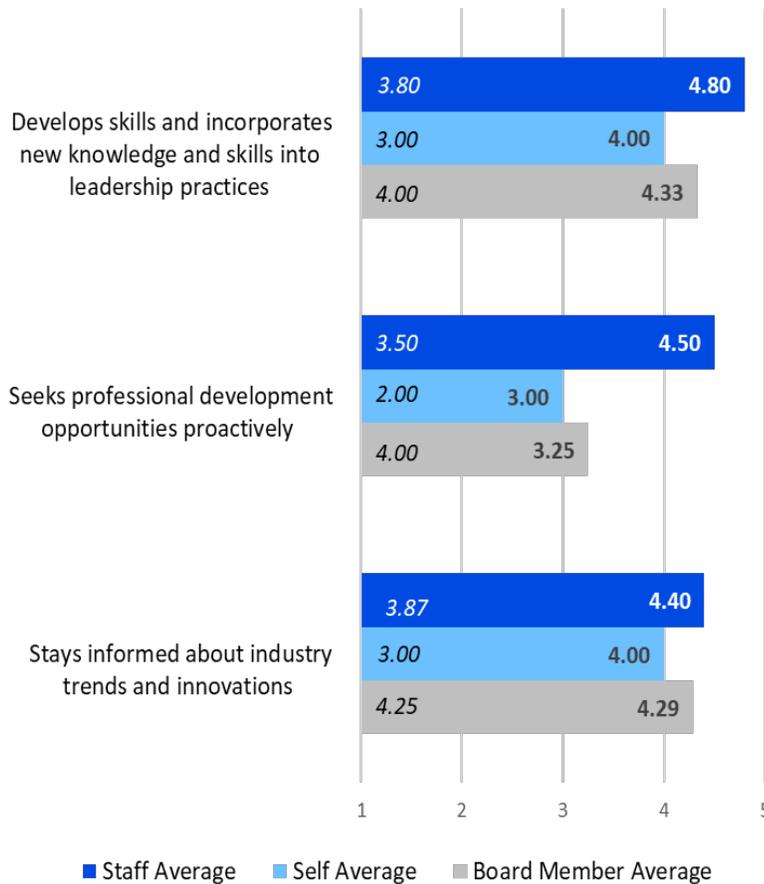
Overall ratings for this category from all rater groups

Group	2024 Ave	2025 Ave	Change
Board	4.65	4.64	-0.01
Community	4.54	*	*
Self	4.25	3.88	-0.37
Staff	4.47	4.70	+0.23
Overall Average	4.48	4.41	-0.07

Comments

- Maura will regularly forecast issues whether it be operational or political, and prepare board members for those issues with talking points. She is rarely blindsided (if ever).
- This past year has represented a real opportunity for Maura to showcase her creative and strategic problem solving. Her ability to effectively react to unexpected challenges is a true strength and something that sets her leadership apart.
- She responds to emails from staff and community always immediately, she keeps up with the small and big things. Her and the Executive team (Sara, Amber, and Jada) have been impressive navigating our Development Plan and responding to feedback and changes in a thoughtful and timely way.
- Feel free to attend more informational conferences!

Professional Development



Note: numbers in italics left represent 2024 averages

Insights

Highest rated item (4.38):
Develops skills and incorporates new knowledge and skills into leadership practices

Lowest rated item (3.58):
Seeks professional development opportunities proactively

Summary

Lower ratings overall – possible development area

Overall ratings for this category from all rater groups

Group	2024 Ave	2025 Ave	Change
Board	4.08	3.96	-0.12
Community	4.03	*	*
Self	2.67	3.67	+1.00
Staff	3.72	4.57	+0.85
Overall Average	3.63	4.06	+0.43

Comments

- Maura has not proactively sought out professional development for herself in the traditional way. But her work involves keeping abreast of continual change organically. She also ensures that her staff engage in professional development, which has a carryover effect.
- Maura and her team are always looking to see what other downtowns are doing and if it is working. They consistently analyze the differences and bring ideas for what they think could work.
- Would like to hear more from Maura on if there are investments that the Board should be making for her or her team in the professional development area. As the intensive multi-year work on the development plan process wraps up, I think there's an opportunity for DDA staff to continue to be present in visible at events and in public settings with stakeholders and to build on relationships.

Comments-Based Questions

What is this leader doing well? Comment Summary

Leadership Excellence

- Exceptional leader in both smooth periods and challenging times, creating an empowering and inspiring environment.
- Navigates difficult, high-pressure situations brilliantly while staying dedicated to organizational and community success.
- Shows professionalism and integrity, modeling the standards expected of staff and the board.
- A model leader who pours heart and soul into the work.

Strategic & Leadership

- Successfully leads a stressful, public, evolving Development Plan process with thoughtfulness and positive energy.
- Demonstrates creative and strategic problem-solving during unexpected twists and turns.
- Maintains firm control while coordinating complex multi-stakeholder projects involving public/private partners, elected officials, and agencies.
- Deftly navigates setbacks with tact and resilience.

Communication & Collaboration

- Very good communicator; excels at analyzing opportunities and challenges.
- Communicates well with everyone and is consistently available for questions and board meetings.
- Excellent communicator and facilitator.
- Keeps staff informed and incorporates their feedback and ideas throughout complex processes.

Organizational Management

- Balances community, staff, and board input effectively while navigating a challenging environment.
- Keeps diverse projects on track; provides timely and effective board materials.
- Leads the DDA and staff team through change with active listening and creative solutions.

Commitment to People & Community

- Genuinely cares for people and the downtown community, shown through conversations, relationships, and consistent hard work.
- Seeks to maximize existing resources while continually pursuing new opportunities to improve the downtown.

What is this leader doing well? Verbatim comments as written:

- Excellent communicator and facilitator
- Maura does a great job of keeping projects on track, which I know must be a challenge given the diverse projects undertaken by the DDA. Materials to the board are timely and effective.
- Maura genuinely cares for people and our Downtown, it shows through in conversations, her relationships, and her hard work. It's nice to have a leader that you look up to and strive to learn from.
- Maura has been leading the charge on a project this past year which involves coordination between many public and private stakeholders, elected officials, and governmental agencies, and the process has been a rollercoaster. She has maintained firm control over the situation, successfully communicated and negotiated with the parties involved, and navigated numerous setbacks deftly and with great tact. She has also kept her own staff abreast of changes and incorporated their feedback and ideas throughout the process.
- Maura has done an excellent job this past year in navigating unexpected twists and turns and showcasing creative and strategic problem solving to achieve the DDA's goals. Maura is an active listener, engages in creative solutions and has shown a truly exceptional ability to lead an organization through change.

- Maura is a fantastic leader of the DDA - she regularly balances community, staff, and board input and navigates a challenging environment extremely well.
- Maura is a model leader, pouring her heart and soul into the work, and it shows.
- Maura is an exceptional leader in both times of smooth sailing and during challenges. Her leadership style creates an environment where I feel empowered, supported, and inspired to do my best work.
- Maura navigates difficult, challenging situations brilliantly. She is dedicated to the organization's success and making a positive impact on the community it serves.
- Navigating and successfully leading a very stressful, public, and ever-evolving Development Plan process. Maura has responded with thoughtfulness and positive energy to continue to lead the DDA and DDA staff team through this process. I don't think any other leader could have led us through this time.
- She communicates well with everyone. She is consistently available for questions and meetings with any board members.
- This leader is demonstrating the professionalism and integrity that she expects from her staff and from the DDA Board. She is working tirelessly to improve the downtown using to their fullest extent all of the resources available and always seeking new opportunities for additional resources.
- Very good communicator. Commendable job in analyzing opportunities and challenges. Excels is working collaboratively.

What is something this leader can do immediately to be more effective in their role?

- Be more proactive in communicating DDA goals and successes to community and stakeholders
- Can't think of anything.
- I am new to the team, so I have no feedback to provide in this domain.
- Maura can do two things - one is she can attend educational opportunities like conferences to bring ideas to Ann Arbor, and another is that Maura is best at doing the work, but sometimes shmoozing can go a long way, and I think Maura sometimes sees that as a negative or at least something that "shouldn't" be the way things get done -- but sometimes it just is. She should feel free to schedule lunches/coffees with stakeholders to help build inroads when necessary or beneficial
- N/a
- There are times when she may be asking for permission from the board more than she needs to. She is the chief administrator of the organization, and she has the latitude within that authority to do mostly what should would like.
- This leader can continue to seek effective ways of communicating the goals, plans, and accomplishments of the DDA with the public.

What additional feedback do you have?

- Great job, keep up the good work!
- Just a reminder to celebrate even the small wins. It's easy to focus on the next hurdle ahead (and there are plenty of them) or the things we didn't achieve, but the DDA has made enormous progress this year and you deserve a moment to reflect and really celebrate those achievements!
- Keep doing great work, Maura!
- Keep it up. It's been great working with Maura. She is a steadfast in uncertain times. She is focused on the mission and on the community.
- Thanks for being a great leader. Downtown is lucky to have you.
- There is an ongoing delicate dance between DDA team members and City proper team members. City team members need some work on broadening their perspective on the value of what the DDA brings to the table. It would also be helpful for DDA staff to broaden their understanding of what the City's interests and needs are.
- You are doing a fantastic job, please do what you need to do to be able to keep it up.

Highest and Lowest Rated Items

The lists below represent the top rated and lowest rated items from the 56 rating-based items on the evaluation. The actual average is represented in the parentheses.

Highest Rated

The following items received the highest overall ratings for all rater groups. *The items in italics were also in the highest rated list last year.*

- *Shares accurate and truthful information (4.97)*
- Cultivates trust between the board, staff and stakeholders (4.97)
- Treats the board, staff and stakeholders with respect, dignity and fairness (4.97)
- *Demonstrates an understanding of the current community and downtown issues and the DDA's role (4.97)*
- *Represents the DDA well in the community (4.97)*
- Is direct and honest in all communications (4.96)
- *Demonstrates respect for others' views and perspectives (4.93)*
- Balances short-term needs with long-term strategic goals and planning (4.93)
- Ensures relevant parties are informed about ongoing projects (4.93)

Lowest Rated

The following items received the lowest overall ratings for all rater groups. *The items in italics were also in the lowest rated list last year.*

- *Seeks professional development opportunities proactively (3.58)*
- *Participates in industry and organization's events, conferences, best practices visits regionally, statewide and nationally (3.61)*
- Provides regular and effective feedback to staff and stakeholders (4.11)
- Synthesizes conflicting opinions into clear descriptions and action items (4.14)
- Addresses and effectively resolves team conflict (4.17)
- *Translates the Board's vision into clear actionable plans for team members (4.20)*
- Provides clear direction and long term goals (4.20)
- *Stays informed about industry trends and innovations (4.23)*
- *Develops skills and incorporates new knowledge and skills into leadership practices (4.38)*

Overall

The data present a leader who is exceeding expectations in most categories. This leader works with integrity, honesty and trust – a great foundation for any leader. This leader's trust building strength with strong team leadership and communication skills likely contributes to exceeding expectations in other operational areas. Potential opportunities exist in professional development, additional relationship building with the community and proactive sharing updates with the community. Overall, great consistency and improvement in essential behaviors of the job.