



**Ann Arbor DDA Executive Director
Performance Review 2025
Board Presentation March 11, 2026**

The 360 Review

- Second annual survey
- 56 rating-based items and comments

Organized into 10 leadership categories

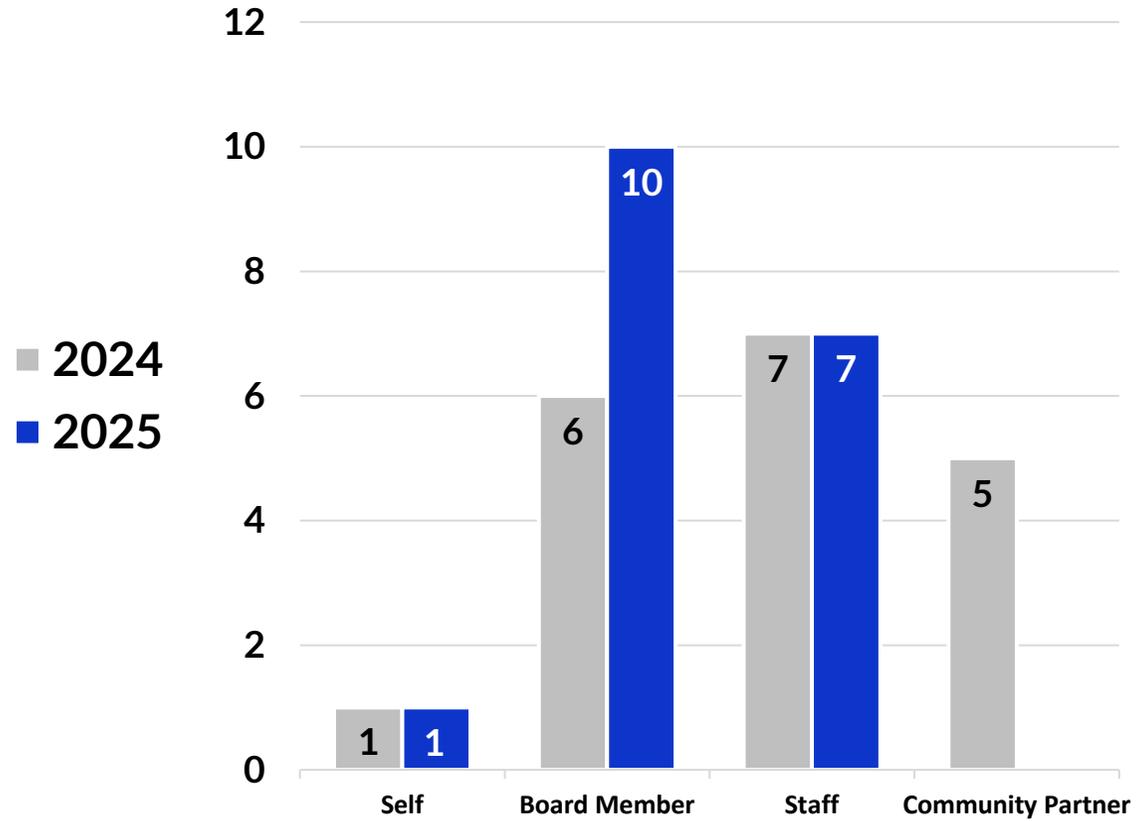
- Character
- Communication
- Team leadership and management
- Relationship with board members
- Strategic leadership
- Collaboration with city stakeholders
- Financial leadership
- Operational leadership
- Feedback
- Professional development

Rating Scale

When rating this leader on the items below, consider how well this leader is doing, in your opinion, in meeting the expectations of the essential duties of the DDA role. Use the following scale as a guide:

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

Responses

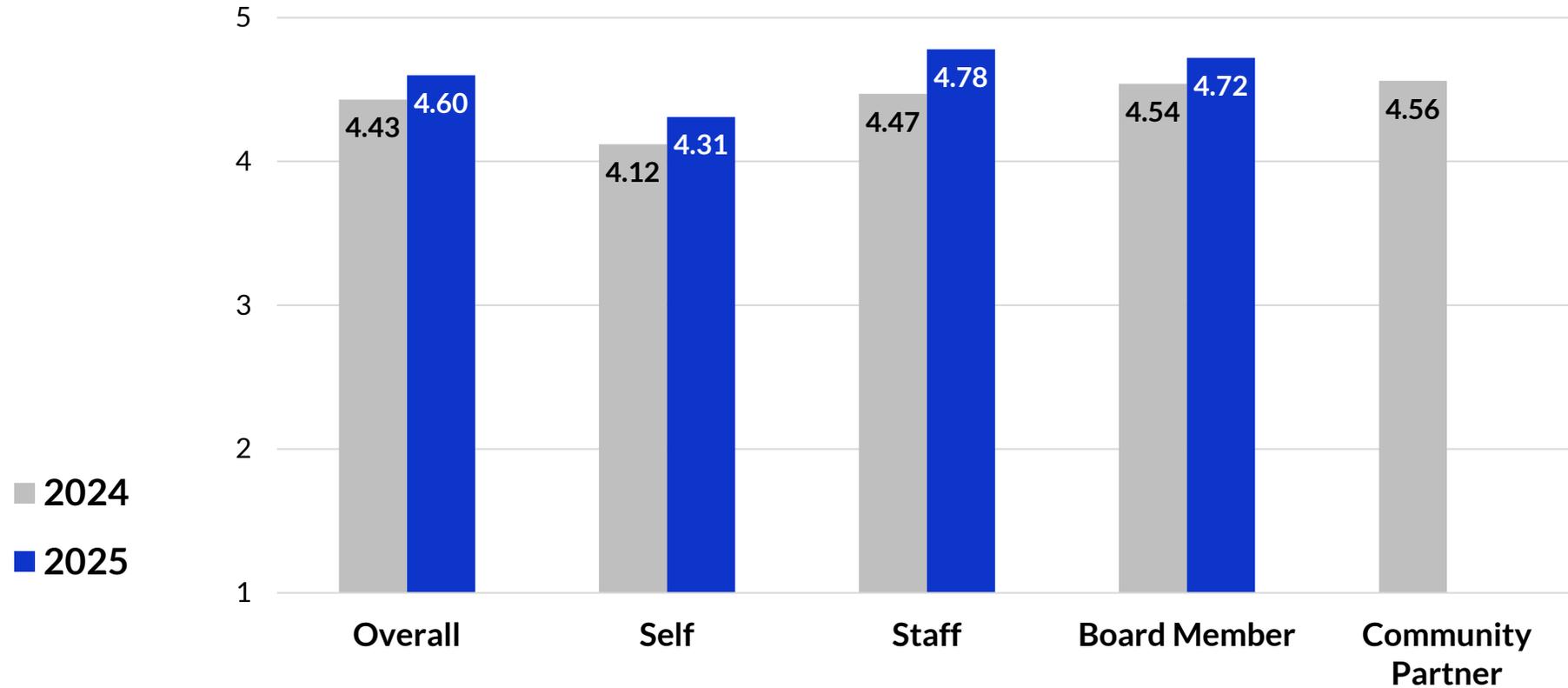


Response Rates

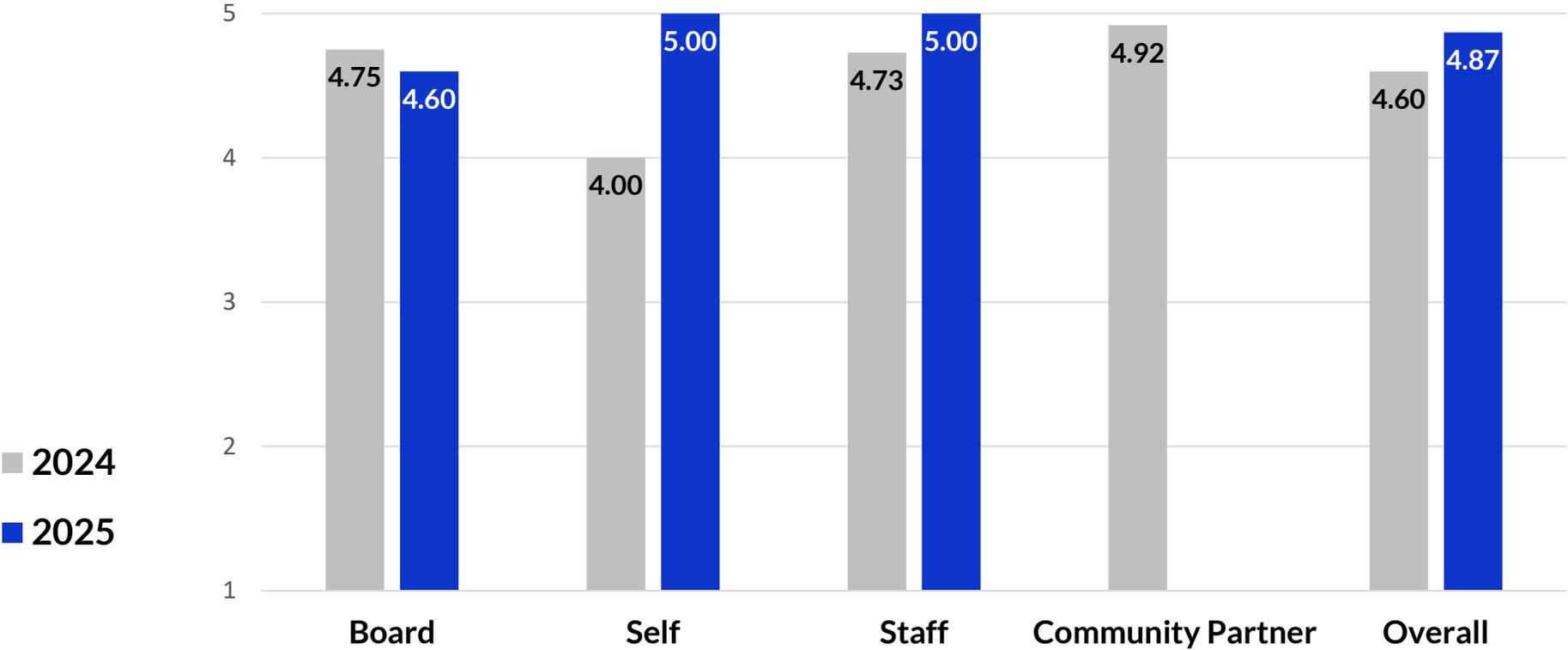
	2024			2025		
	#	N	%	#	N	%
Self	1	1	100%	1	1	100%
Board	10	6	60%	12	10	83%
Staff	8	7	88%	8	7	88%
Total	19	14	74%	21	18	86%

Overall Average By Roles

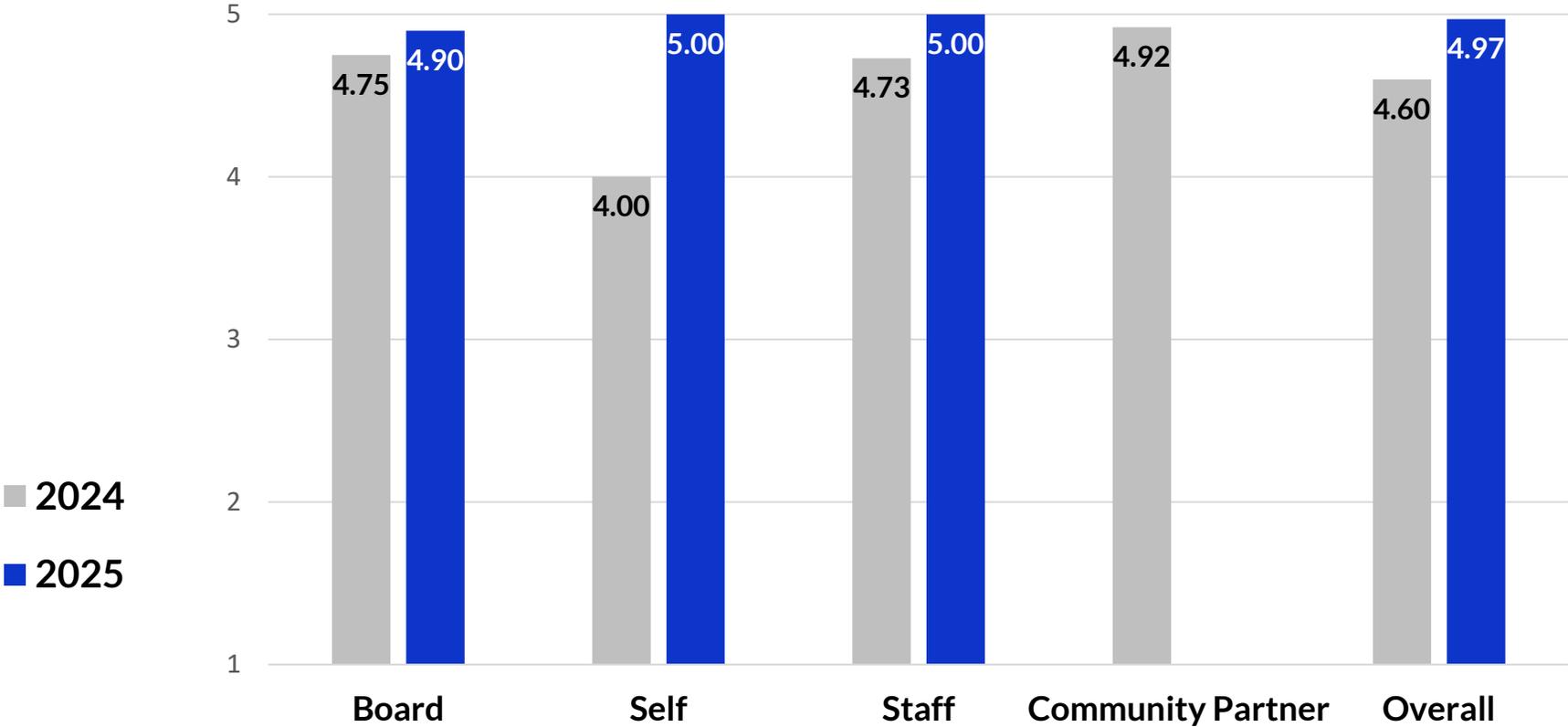
Average of all survey items combined



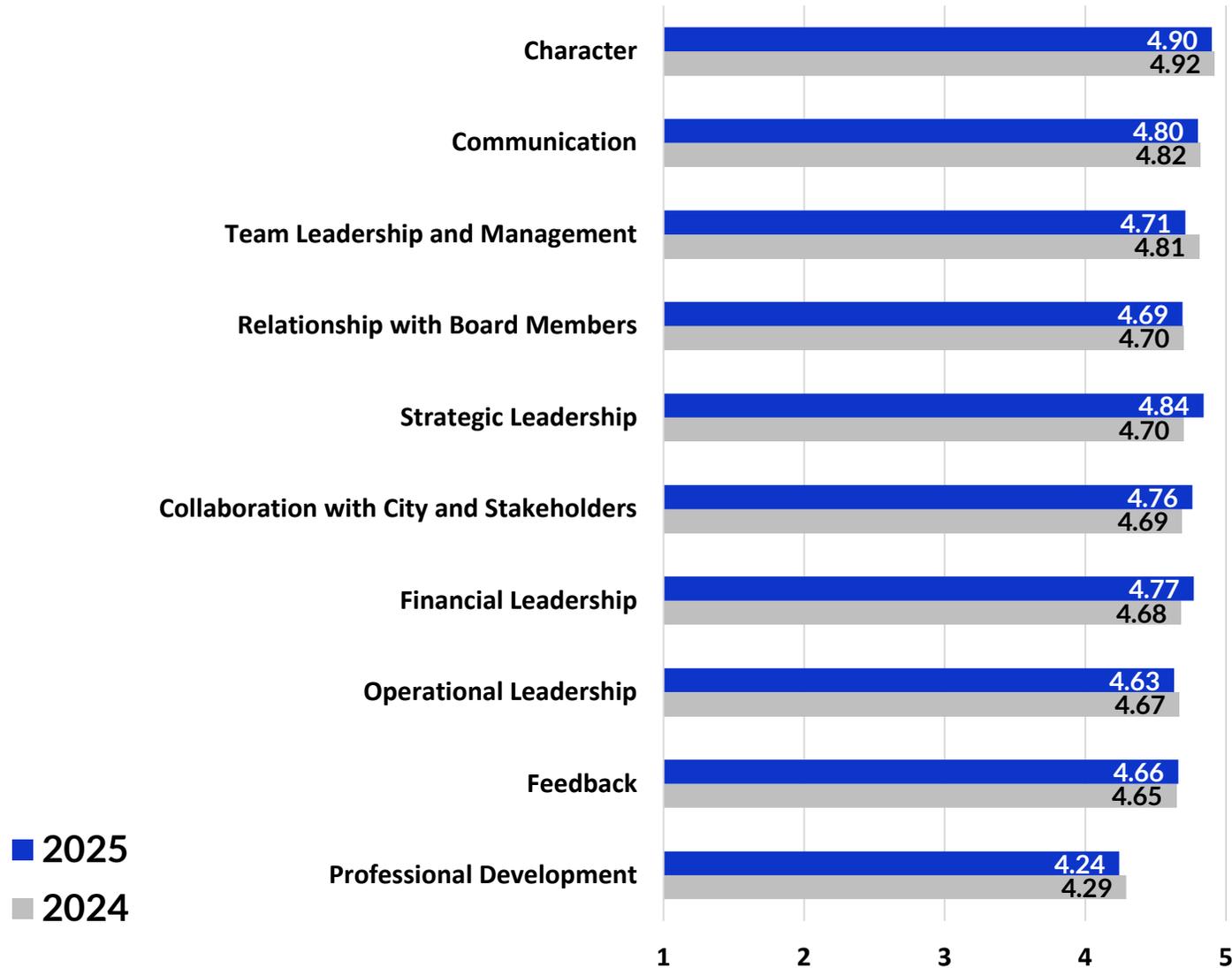
Overall, how well does this leader do in achieving the goals and objectives of the Downtown Development Authority?



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



Topic and Skill Areas



Overall

What is this leader doing well?

- **Leadership Excellence**
Demonstrates leadership excellence in both smooth and challenging times, creating an empowering and inspiring environment
- **Strategic leadership and problem solving**
Leads an evolving development plan process with thoughtfulness, positive energy, creative and strategic problem solving
- **Communication**
Very good consistent communicator keeping staff and board updated and incorporating feedback
- **Organizational management**
Balances input effectively while navigating change and challenges with active listening and creative solutions
- **Commitment to people and community**
Genuinely cares for people and the downtown community demonstrated through conversations, relationships and maximizing resources while continuing to pursue new opportunities to improve the downtown

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

- **Communication & Public Engagement**
Expand external communication even further about goals, accomplishments, and ongoing work.
- **Networking, Relationship Building**
Engage even more in informal relationship-building, such as lunches or coffees with stakeholders.
- **Professional Development**
Continue growing as a leader through learning opportunities by attending more conferences and educational programs to bring new ideas back to Ann Arbor



Questions?