

July 10, 2014

Mr. Dave Askins
Ann Arbor Chronicle
330 Mulholland Ave.
Ann Arbor, MI 48103

RE: FOIA REQUEST

Dear Dave:

A Freedom of Information Act (FOIA) request was received from you by the Ann Arbor Downtown Development Authority on July 2, 2014 in which you requested:

1) all records or documentation showing authorization - by the DDA board, a DDA committee, or any member of the DDA board - for adjustments to the Ann Arbor DDA executive director's salary over the past two years, adjustments referenced by Roger Hewitt at the board's July 2, 2014 meeting.

(2) all records containing the annual performance reviews for the Ann Arbor executive director for the last eight years.

(3) all electronic communications sent or received by DDA board members from June 4, 2014 through July 2, 2014 inclusive that mention the performance review of the DDA executive director.

(4) all electronic communications received by DDA board members apprising them of changes to the Ann Arbor DDA executive director's compensation over the last two years, changes that were referenced by Roger Hewitt at the board's July 2, 2014 meeting.

Your request is approved in part and denied in part, as follows:

1) all records or documentation showing authorization - by the DDA board, a DDA committee, or any member of the DDA board - for adjustments to the Ann Arbor DDA executive director's salary over the past two years, adjustments referenced by Roger Hewitt at the board's July 2, 2014 meeting.

Attached.

(2) all records containing the annual performance reviews for the Ann Arbor executive director for the last eight years.

Attached. No review was conducted in 2006.



ANN ARBOR
DOWNTOWN DEVELOPMENT AUTHORITY
150 S. FIFTH AVENUE STE. 301
ANN ARBOR, MICHIGAN 48104

[HTTP://WWW.A2DDA.ORG](http://www.a2dda.org)

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(3) all electronic communications sent or received by DDA board members from June 4, 2014 through July 2, 2014 inclusive that mention the performance review of the DDA executive director.

Attorney client correspondence between DDA board members and the DDA Attorney is exempt under FOIA Section 13(g) as subject to attorney client privilege. The DDA has no other documents that meet this request.

(4) all electronic communications received by DDA board members apprising them of changes to the Ann Arbor DDA executive director's compensation over the last two years, changes that were referenced by Roger Hewitt at the board's July 2, 2014 meeting.

Attached are the documents in possession of the DDA that meet this request.

Personal contact information has been redacted because it is exempt under FOIA Section 13(a) as information of a personal nature.

In the event you do not believe that appropriate response has been made to your request, you may either submit an appeal specifically containing the word "appeal" to the DDA board, the head of the public body, identifying the reason for your appeal, or you may seek judicial relief pursuant to Section 10 of FOIA. Section 10 provides that attorney's fees and damages may be available to you if your judicial appeal is successful.

Sincerely yours,

A handwritten signature in blue ink that reads "Pollay".

Susan Pollay, Executive Director and FOIA Coordinator
Ann Arbor Downtown Development Authority

Xc: Jerry Lax, Pear Sperling Eggan & Daniels, P.C.

To: Sharie Sell, Human Resource Services Partner
City of Ann Arbor

From: Leah Gunn, Chair
Ann Arbor Downtown Development Authority

Date: 9 October 2012

Re: DDA Staff Compensation Adjustments

All DDA salary costs are paid for by the DDA. Although associated with the City, the DDA determines the salary of its Executive Director, and the DDA Executive Director is directed to establish the salaries of her staff.

This summer the board of the DDA was asked to provide feedback on the work of our Executive Director, and as the Board Chair, I facilitated this review. During the course of this work, I spoke with every member of the board and I brought their feedback to the October meeting of our DDA Executive Committee where we met with Susan to discuss their comments (which by the way were unanimously excellent). We are in complete agreement about adjusting the salary of our Executive Director to \$102,264 from her current salary.

Further, the Executive Committee also spoke with Susan about the salaries of DDA staff. The DDA manages a \$22 million annual budget with a very small staff and a large number of programs and projects. The Executive Committee is aware of and supports Susan's decision regarding the adjustment of her staff's salaries which reflect the very high level work they are performing.

Thank you for your help with these salary adjustments. Please let me know if I may answer any questions.

To: Sherrie Sell, Human Resource Services Partner
City of Ann Arbor

From: Leah Gunn, DDA Chair
Ann Arbor Downtown Development Authority

Date: 27 June 2013

Re: 2013/14 DDA Executive Director Salary Adjustments

The DDA board had determined that the salary of our Executive Director Susan Pollay will be increased 3% in fiscal year 2013/14. Further, earlier this year the City Administrator let our Director know that other City car allowances have been phased out, so we will be redirecting those funds into Ms. Pollay's salary, as well.

2012/13 Salary	\$102,263
2013/14 Salary adjustment 3%	\$105,331
Car allowance	\$3,788
2013/14 Total salary	\$109,119

I would appreciate your help putting through these salary changes. Please let me know if there are any questions.



Leah Gunn, DDA Chair
leahgunn@[REDACTED]



ANN ARBOR
DOWNTOWN DEVELOPMENT AUTHORITY
150 S. FIFTH AVENUE STE. 301
ANN ARBOR, MICHIGAN 48101

HTTP://WWW.A2DDA.ORG
734.994.6697

Susan Pollay Evaluation

07/02/2014

Susan is a tremendous asset to the DDA, the Downtown and the City of Ann Arbor. She is extremely supportive to the Board leadership team and makes being Chair a very rewarding experience.

Susan should begin to receive salary increases yearly until she is on par with her peers at the City. In addition, I would like to see her travel expenses increased with the caveat that she reports out to the Board her experiences in other Cities – both good and bad.

Sandi Smith

Chair

**Resolution Approving a Compensation Change for the DDA Executive Director of the
Ann Arbor Downtown Development Authority for FY 2015**

Whereas, Susan Pollay has served as the DDA Executive Director since 1996;

Whereas, A number of important DDA projects were undertaken in FY 2014 under Ms. Pollay's leadership, including opening the new First and Washington parking structure, creating a Street Framework planning initiative in partnership with the City, and working with the City Council to approve amendments to the DDA ordinance;

Whereas, DDA board members were asked to provide their review of Ms. Pollay's efforts in FY 2014, and these reviews noted how effectively she works with the DDA Board to support board member involvement and effectiveness, how effectively DDA programs and projects are managed, and that Ms. Pollay serves as a vital resource for downtown stakeholders, and the community at large;

Whereas, The DDA Executive Committee recommends that Ms. Pollay be provided with a salary adjustment beginning July 1, 2014 to increase her salary from \$109,119 to \$XXX,XXX;

RESOLVED, The DDA board recognizes Ms. Pollay's performance and accomplishments, and approves a salary adjustment as recommended by its Executive Committee.

Res Pollay 2015.doc
July 2, 2014

Ann Arbor Downtown Development Authority
JOB EVALUATION FY2014 - EXECUTIVE DIRECTOR, SUSAN POLLAY

Suggested Performance Elements You May Wish To Comment On

Works with DDA members to support their involvement and effectiveness. Achievement-oriented.
Represents the DDA. Ability with complex projects. Strategic approach.
Makes decisions. A resource for downtown stakeholders.
Is gregarious and influential/strong connections in the community.
Oversees the DDA office, administration, and operations.

(other character elements you may wish to use in your comments:)

Demonstrates dedication to the DDA mission. Effectively uses resources/consultants.
Motivates/leads her staff. Is knowledgeable in her field. Brings forward new ideas, methods.
Maintains a great sense of humor. Flexibly adapts to changing priorities. Gives credit to others as a team.
Puts in the extra effort to get the job done. Speaks/communicates well.

Comments:

Being a new member I am still in the learning process as well as some personal challenges that has taken me out of the picture recently with my mother's death. Susan has the ability to make you feel valued, respects others opinions, and has always agreed to meet with me to get me up to speed when I missed a few meetings. I admire Susan's knowledge, smile, calmness, clarity, and leadership.

Please send feedback to: Sandi Smith, sandi@[REDACTED]

Ann Arbor Downtown Development Authority
JOB EVALUATION FY2014 - EXECUTIVE DIRECTOR, SUSAN POLLAY

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Comments:

The last few years have been challenging for the DDA and a large proportion of that burden falls on the shoulders of Susan as Executive Director. Susan continues to effectively navigate the challenging landscape that is Ann Arbor with grace and enthusiasm. Capable handling of staff, the business of the DDA, and consultants are particular strengths. I believe that the most important accomplishment of the last year has been Susan's success in building upon our relationships with natural partners such as City Staff, AATA, AAVCB, etc. to find synergies and project focus. We ask a lot of our very small DDA staff. As we consider moving into new areas of what I will call downtown services such as marketing, ambassador program, economic development, etc. I think we should consider bolstering the staff. This would also hopefully somewhat reduce the strain on staff and maintain the stability of the organization moving forward.

Please send feedback to: Sandi Smith, sandi@[REDACTED]

Ann Arbor Downtown Development Authority
JOB EVALUATION FY2014 - EXECUTIVE DIRECTOR, SUSAN POLLAY

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Puts in the extra effort to get the job done. Speaks/communicates well.

Comments:

_____ As a new DDA board member Susan's clarity and patience was (and remains) crucial to the on-boarding process. She was able to quickly asses the areas which I required more information and educate/assist me without delaying the general process. Susan's knowledge of the public process is essential for those of us who are professionals in other fields.

Ann Arbor Downtown Development Authority
JOB EVALUATION FY2014 - EXECUTIVE DIRECTOR, SUSAN POLLAY

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Comments:

Susan is very effective at involving board members. She is an exceptional team member. Her verbal communication skills are strong.

Susan has enthusiastically cooperated with the city on projects such as the sale of the city parcels in the downtown.

She is respectful of process, policy, and the viewpoints of others, while not losing focus on the DDA's mission. She has a good understanding of her role and the boundaries of her position.

She is a good negotiator.

She knows her weaknesses and is open to considering the weaknesses of the DDA organization and how to offset the weaknesses, such as through the use of consultants.

I enjoy working with her and consider her a valued colleague.

Steve Powers

(Thanks for taking this on, Sandi.)

Please send feedback to: Sandi Smith, sandi@

Sandi Smith

From: Joan Lowenstein <jlowenstein@[REDACTED]>
Sent: Tuesday, June 03, 2014 9:25 PM
To: Sandi Smith
Subject: RE: job evaluation form - Susan

Hi Sandi. Here is my evaluation:

Susan continues to be an effective leader, both for her staff and for the board. She is able to navigate the intricacies of the city bureaucracy and faces obstacles with determination and good cheer. She is innovative and prepares the committees for their work by suggesting ideas and doing the necessary research. Susan is an ambassador for the DDA and meets frequently with leadership of the Library, the County, the City, WCC, the Chamber of Commerce, Downtown merchant associations, and the CVB.

Joan

From: Sandi Smith [mailto:Sandi@[REDACTED]]
Sent: Tuesday, June 03, 2014 5:06 PM
To: Clark, Cyndi; Collins, R; Guenzel, Bob; Hewitt, R; Joan Lowenstein; Narayan, Rishi; Mouat, J; Splitt, J; Sandi Smith; 'spowers@a2gov.org'; 'Al McWilliams (QuackMedia)'; Orr, Keith
Subject: job evaluation form - Susan

DDA Board members,

Please see attached and return to me as soon as you are able.

Thanks!

Sandi Smith

Assoc. Broker & President
Trillium Real Estate
15000 Highway 400, Suite 100

o: 734-302-3014
c: 734-216-6414

 [Website](#)  [Trillium's Blogs](#)  [Facebook](#)

Downtown Development Authority
2012 ANNUAL JOB EVALUATION – EXECUTIVE DIRECTOR – SUSAN POLLAY

Work Efforts	Possible Score	Score
Supports DDA board members in their policy-making role, including representing these policies to the public	30	30
Skillfully manages the DDA operations, office, and staff	20	20
Skillfully manages DDA projects, including construction and grant-funded initiatives	20	20
Actively works to build relationships between the DDA and community	30	30
Total	100	100

As you look back on Susan's job performance this year, how do you think she performed overall?

Very pleased with Susan's efforts. This was a challenging year, and she meets each challenge with skill (and a smile). I appreciate her work.

What do you think went particularly well this year?

Library Lane.

Was there an instance this year where she really stretched to do something difficult?

Very pleased with all Susan's efforts. This was a hard year and she did great.

Where there instances this year that you think Susan should have done something differently? Are there aspects to her job performance you'd like her to work on?

Can't think of anything. We work together so closely all year if there was something I'm sure I would have shared it with her already.

How can Susan be more helpful to you as a DDA board member?

Can't think of anything.

Downtown Development Authority
2012 ANNUAL JOB EVALUATION – EXECUTIVE DIRECTOR – SUSAN POLLAY

Work Efforts	Possible Score	Score
Supports DDA board members in their policy-making role, including representing these policies to the public	30	28
Skillfully manages the DDA operations, office, and staff	20	20
Skillfully manages DDA projects, including construction and grant-funded initiatives	20	20+
Actively works to build relationships between the DDA and community	30	30
Total	100	98

As you look back on Susan's job performance this year, how do you think she performed overall?

great!

What do you think went particularly well this year? *library lane*

Was there an instance this year where she really stretched to do something difficult?

see above

Where there instances this year that you think Susan should have done something differently? Are there aspects to her job performance you'd like her to work on?

How can Susan be more helpful to you as a DDA board member?

**Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director**

Communication/Management	Possible Score	Score
Successfully implements DDA policies and projects	10	10
Supports DDA members in their policy-making role	10	9
Skillfully manages the DDA office and staff	10	10
Represents DDA well in writing/speaking	10	10
Actively builds relationships within the City and community	10	10

Work Efforts

Actively supports the mission/goals of the DDA	10	10
Manages time/multi-tasks well	10	10
Coordinates well with others	10	10
Is organized	10	10
Follows DDA policies and procedures	10	10

Comments:

is accountable	is able to motivate/lead her staff
is willing to try new ideas, methods	is an important resource to downtown stakeholders
is knowledgeable in her field	makes decisions on her own
completes assignments on time or earlier	responds accurately/quickly to information requests
remains cool despite challenges	maintains appropriate sense of humor
gives credit to others when deserved	puts in the extra hours and effort to get the job done
speaks/communicates well	flexibly adapts to changing priorities
demonstrates dedication to the DDA mission	effectively uses resources/consultants

Ann Arbor Downtown Development Authority
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Comments:

Susan continues to be a tremendous asset to both the DDA and the city. She brings to the job a tremendous knowledge-base and work ethic. She navigates tricky political terrain with grace and ease and presents a very professional face for the DDA in the community. She is trusted and respected by board members, city staff, and community members alike. She is a very effective manager who sets clear expectations and motivates her staff through her own example. She communicates very effectively with our board, areas associations, and many other partners and has the contacts and skills to bring people together to get things done.

(sample ideas you can use in your comments:)

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Actively builds relationships within the City and community	10	10

Work Efforts

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Manages time/multi-tasks well	10	10
Coordinates well with others	10	10
Is organized	10	10
Follows DDA policies and procedures	10	10

Comments:

I THINK IT WOULD BE ALMOST IMPOSSIBLE TO FIND ANYONE AS EFFECTIVE AS SUSAN IS IN HER JOB. SHE IS ESPECIALLY GOOD AT FACILITATING PROCESSES THAT BUILDS A "STAKEHOLDER" COMMITMENT IN ALL THE PARTICIPANTS. ALSO EXCELLENT CAPACITY TO DELICATELY NAVIGATE TREACHEROUS POLITICAL SITUATIONS IN AN HONEST RESPECTFUL WAY THAT DEMONSTRATES GREAT SKILLS IN DIPLOMACY.

(sample ideas you can use in your comments:)

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Represents DDA well in writing/speaking	10	10
Actively builds relationships within the City and community	10	10

Work Efforts

Actively supports the mission/goals of the DDA	10	10
Manages time/multi-tasks well	10	10
Coordinates well with others	10	10
Is organized	10	10
Follows DDA policies and procedures	10	10

Comments:

They don't come any better than Susan. She knows every detail of the makeup of downtown from the composition of the asphalt in the street to the ten year plan (and beyond). She knows and works skillfully with all players in the game. She is an invaluable resource.

(sample ideas you can use in your comments:)

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2011?

Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director

Communication/Management	Possible Score	Score
Successfully implements DDA policies and projects	10	8
Supports DDA members in their policy-making role	10	9
Skillfully manages the DDA office and staff	10	9
Represents DDA well in writing/speaking	10	8
Actively builds relationships within the City and community	10	6

Work Efforts

Actively supports the mission/goals of the DDA	10	8
Manages time/multi-tasks well	10	7
Coordinates well with others	10	8
Is organized	10	10
Follows DDA policies and procedures	10	8

Comments:

Susan seems well accepted by the DDA board, the community, the City bureaucracy and City politicians. This is quite a feat!

Susan runs the DDA by keeping her head down and saying, "Yes!" to as many people as possible – not a bad way to do things in a governmental organization. However, this passive/aggressive style has its cost. I believe it contributes to the increasing political nature of the DDA (or maybe it keeps a politicized board from falling apart).

Personally I would like to see more leadership from Susan and less management of personalities and unproductive organizational dynamics. However, it seems that generally the City system does not reward leadership behavior.

**Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director**

Communication/Management	Possible Score	Score
Successfully implements DDA policies and projects	10	9
Supports DDA members in their policy-making role	10	8
Skillfully manages the DDA office and staff	10	9
Represents DDA well in writing/speaking	10	9
Actively builds relationships within the City and community	10	3

Work Efforts

Actively supports the mission/goals of the DDA	10	8
Manages time/multi-tasks well	10	10
Coordinates well with others	10	8
Is organized	10	9
Follows DDA policies and procedures	10	8

Comments:

is accountable
 is willing to try new ideas, methods
 is knowledgeable in her field
 completes assignments on time or earlier
 remains cool despite challenges
 gives credit to others when deserved
 speaks/communicates well
 demonstrates dedication to the DDA mission

is able to motivate/lead her staff
 is an important resource to downtown stakeholders
 makes decisions on her own
 responds accurately/quickly to information requests
 maintains appropriate sense of humor
 puts in the extra hours and effort to get the job done
 flexibly adapts to changing priorities
 effectively uses resources/consultants

**Ann Arbor Downtown Development Authority
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Is organized	10	10
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Comments:

The Goddess always does a great job!

(sample ideas you can use in your comments:)

- | | |
|--|--|
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Comments:

Before my time on DDA, I was always very impressed with my encounters with Susan. I felt she always maintained a positive attitude, even when speaking to a group that was challenging DDA's actions. She was knowledgeable and respectful. Now that I am a DDA member and interact with her on a regular basis, I find all of these attributes to be even more true. I am amazed by how positive and respectful she can be in any situation. Her attention and memory for detail is astounding. She appears to have a wonderful working relationship with her staff. The rest of the staff is courteous, hard working, and highly competent and I attribute that to Susan's leadership.

(sample ideas you can use in your comments:)

- is accountable
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- is able to motivate/lead her staff
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Supports DDA members in their policy-making role	10	9
Skillfully manages the DDA office and staff	10	10
Represents DDA well in writing/speaking	10	10
Actively builds relationships within the City and community	10	10

Work Efforts

Actively supports the mission/goals of the DDA	10	10
Manages time/multi-tasks well	10	10
Coordinates well with others	10	10
Is organized	10	10
Follows DDA policies and procedures	10	10

Comments:

I THINK IT WOULD BE ALMOST IMPOSSIBLE TO FIND ANYONE AS EFFECTIVE AS EUSAN IS IN HER JOB. SHE IS ESPECIALLY GOOD AT FACILITATING PROCESSES THAT BUILDS A "STAKEHOLDER" COMMITMENT IN ALL THE PARTICIPANTS. ALSO EXCELLENT CAPACITY TO DELICATELY NAVIGATE TREACHEROUS POLITICAL SITUATIONS IN AN HONEST RESPECTFUL WAY THAT DEMONSTRATES GREAT SKILLS IN DIPLOMACY.

(sample ideas you can use in your comments:)

is accountable	is able to motivate/lead her staff
is willing to try new ideas, methods	is an important resource to downtown stakeholders
is knowledgeable in his/her field	makes decisions on her own
completes assignments on time or earlier	responds accurately/quickly to information requests
remains cool despite challenges	maintains appropriate sense of humor
gives credit to others when deserved	puts in the extra hours and effort to get the job done
speaks/communicates well	flexibly adapts to changing priorities
demonstrates dedication to the DDA mission	effectively uses resources/consultants

Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director

Communication/Management	Possible Score	Score
Successfully implements DDA policies and projects	10	10
Supports DDA members in their policy-making role	10	9
Skillfully manages the DDA office and staff	10	10
Represents DDA well in writing/speaking	10	10
Actively builds relationships within the City and community	10	10

Work Efforts	Possible Score	Score
Actively supports the mission/goals of the DDA	10	10
Manages time/multi-tasks well	10	10
Coordinates well with others	10	10
Is organized	10	10
Follows DDA policies and procedures	10	10

Comments:

is accountable	is able to motivate/lead her staff
is willing to try new ideas, methods	is an important resource to downtown stakeholders
is knowledgeable in her field	makes decisions on her own
completes assignments on time or earlier	responds accurately/quickly to information requests
remains cool despite challenges	maintains appropriate sense of humor
gives credit to others when deserved	puts in the extra hours and effort to get the job done
speaks/communicates well	flexibly adapts to changing priorities
demonstrates dedication to the DDA mission	effectively uses resources/consultants

**Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director**

Communication/Management	Possible Score	Score
Successfully implements DDA policies and projects	10	8
Supports DDA members in their policy-making role	10	9
Skillfully manages the DDA office and staff	10	9
Represents DDA well in writing/speaking	10	8
Actively builds relationships within the City and community	10	6

Work Efforts

Actively supports the mission/goals of the DDA	10	8
Manages time/multi-tasks well	10	?
Coordinates well with others	10	8
Is organized	10	10
Follows DDA policies and procedures	10	8

Comments:

Susan seems well accepted by the DDA board, the community, the City bureaucracy and City politicians. This is quite a feat!

Susan runs the DDA by keeping her head down and saying, "Yes!" to as many people as possible – not a bad way to do things in a governmental organization. However, this passive/aggressive style has its cost. I believe it contributes to the increasing political nature of the DDA (or maybe it keeps a politicized board from falling apart).

Personally I would like to see more leadership from Susan and less management of personalities and unproductive organizational dynamics. However, it seems that generally the City system does not reward leadership behavior.

**Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director**

Communication/Management	Possible Score	Score
Successfully implements DDA policies and projects	10	9
Supports DDA members in their policy-making role	10	8
Skillfully manages the DDA office and staff	10	9
Represents DDA well in writing/speaking	10	9
Actively builds relationships within the City and community	10	3

Work Efforts

Actively supports the mission/goals of the DDA	10	8
Manages time/multi-tasks well	10	10
Coordinates well with others	10	8
Is organized	10	9
Follows DDA policies and procedures	10	8

Comments:

is accountable
 is willing to try new ideas, methods
 is knowledgeable in her field
 completes assignments on time or earlier
 remains cool despite challenges
 gives credit to others when deserved
 speaks/communicates well
 demonstrates dedication to the DDA mission

is able to motivate/lead her staff
 is an important resource to downtown stakeholders
 makes decisions on her own
 responds accurately/quickly to information requests
 maintains appropriate sense of humor
 puts in the extra hours and effort to get the job done
 flexibly adapts to changing priorities
 effectively uses resources/consultants

**Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director, Susan Pollay**

Leadership/Management/Communication	Possible Score	Score
Actively works to support the mission & goals of the A2 DDA	15	15
Enables DDA members to execute their policy-making role	15	15
Takes a organizational leadership role as appropriate	15	15+
Adeptly manages the DDA office and operations	15	14
Successfully implements DDA projects and policies	10	10
Represents the DDA well to the public	10	10
Brings new ideas and creative solutions to meet DDA goals	10	10+
Is able to respond to special projects, new demands	10	10+

Comments:

Susan does an unbelievably great job managing and leading the DDA. For instance, this year she orchestrated a world-class parking/transportation demand management study which brought a wealth of new ideas, framed big concepts in a very easy-to-grasp way and provided a game plan for moving forward, with or without City Council being courageous about extending parking meter enforcement to match evening commerce hours to support downtown business and entertainment. She's fun, easy to work with, works harder than anyone I know and always has a smile. A model of excellence. She deserves a long-overdue raise (has it been five years since we increased her pay?) and probably isn't asking for one out of concern for how the community might view us, her board and the DDA in general. Very self-less. She makes being on the DDA enormously satisfying. **VERY WELL-DONE SUSAN!**

(sample ideas you can use in your comments:)

- | | |
|--|--|
| is able to motivate/lead her staff | is an important resource to downtown stakeholders |
| is willing to try new ideas, methods | is knowledgeable in his/her field |
| makes decisions on her own | remains cool despite challenges |
| completes assignments on time or earlier | responds accurately/quickly to information requests |
| maintains appropriate sense of humor | flexibly adapts to changing priorities |
| gives credit to others when deserved | puts in the extra hours and effort to get the job done |
| speaks/communicates well | demonstrates dedication to the DDA mission |
| effectively uses resources/consultants | can multitask – manage multiple projects |

**Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director, Susan Pollay**

Leadership/Management/Communication	Possible Score	Score
Actively works to support the mission & goals of the A2 DDA	15	15
Enables DDA members to execute their policy-making role	15	15
Takes a organizational leadership role as appropriate	15	10
Adeptly manages the DDA office and operations	15	15
Successfully implements DDA projects and policies	10	10
Represents the DDA well to the public	10	10
Brings new ideas and creative solutions to meet DDA goals	10	7
Is able to respond to special projects, new demands	10	10

Comments:

She knows everything there is to know about the city and downtown and is an excellent functionary. While it is appropriate that she defer to the will of the board, I do wish she would be more open about where she thinks we need to be from a policy standpoint as issues arise. All in all, she is a terrific asset to the DDA.

(sample ideas you can use in your comments:)

is able to motivate/lead her staff	is an important resource to downtown stakeholders
is willing to try new ideas, methods	is knowledgeable in his/her field
makes decisions on her own	remains cool despite challenges
completes assignments on time or earlier	responds accurately/quickly to information requests
maintains appropriate sense of humor	flexibly adapts to changing priorities
gives credit to others when deserved	puts in the extra hours and effort to get the job done
speaks/communicates well	demonstrates dedication to the DDA mission
effectively uses resources/consultants	can multitask – manage multiple projects

**Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director, Susan Pollay**

Leadership/Management/Communication	Possible Score	Score
Actively works to support the mission & goals of the A2 DDA	15	15
Enables DDA members to execute their policy-making role	15	15
Takes a organizational leadership role as appropriate	15	15
Adeptly manages the DDA office and operations	15	15
Successfully implements DDA projects and policies	10	15
Represents the DDA well to the public	10	15
Brings new ideas and creative solutions to meet DDA goals	10	15
Is able to respond to special projects, new demands	10	15

Comments:

I would like Susan to finally get a raise. Although she will balk at the idea, she should have a greater compensation. In lieu of a greater salary, she should have more benefits.

I would also like Susan to attend a greater variety of conferences of workshops each year. In addition to the IDA conferences, she should try to go to others such as those offered by PPS.

Finally, Susan should be mandated to go to at least one city a year that she has never been to before.

Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director, Susan Pollay

<u>Leadership/Management/Communication</u>	<u>Possible Score</u>	<u>Score</u>
<u>Actively works to support the mission & goals of the A2 DDA</u>	15	15
<u>Enables DDA members to execute their policy-making role</u>	15	12
<u>Takes a organizational leadership role as appropriate</u>	15	15
<u>Adeptly manages the DDA office and operations</u>	15	12
<u>Successfully implements DDA projects and policies</u>	10	10
<u>Represents the DDA well to the public</u>	10	10
<u>Brings new ideas and creative solutions to meet DDA goals</u>	10	10
<u>Is able to respond to special projects, new demands</u>	10	10

Comments:

Since we will not have the “big projects” in the foreseeable future I would like to see Susan, and all of us, take on more of a big picture Downtown planning role in the next couple of years. In this case “planning” being more to do with economic development and helping downtown businesses, residents ,etc. than physical projects. I had hoped that the retreat would launch us in that direction but I was quite disappointed on how that came off.

(sample ideas you can use in your comments:)

is able to motivate/lead her staff	is an important resource to downtown stakeholders
is willing to try new ideas, methods	is knowledgeable in his/her field
makes decisions on her own	remains cool despite challenges
completes assignments on time or earlier	responds accurately/quickly to information requests
maintains appropriate sense of humor	flexibly adapts to changing priorities
gives credit to others when deserved	puts in the extra hours and effort to get the job done
speaks/communicates well	demonstrates dedication to the DDA mission
effectively uses resources/consultants	can multitask – manage multiple projects

**Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director, Susan Pollay**

Leadership/Management/Communication	Possible Score	Score
Actively works to support the mission & goals of the A2 DDA	15	15
Enables DDA members to execute their policy-making role	15	15
Takes a organizational leadership role as appropriate	15	15
Adeptly manages the DDA office and operations	15	15
Successfully implements DDA projects and policies	10	15
Represents the DDA well to the public	10	15
Brings new ideas and creative solutions to meet DDA goals	10	15
Is able to respond to special projects, new demands	10	15

Comments:

Susan is a fantastic executive director and adeptly manages the board, the politics of issues, as well as the numerous details involved in complex projects. She is exceptionally dedicated to the DDA and it's mission. She is a pleasure to work with.

(sample ideas you can use in your comments:)

- | | |
|--|--|
| is able to motivate/lead her staff | is an important resource to downtown stakeholders |
| is willing to try new ideas, methods | is knowledgeable in his/her field |
| makes decisions on her own | remains cool despite challenges |
| completes assignments on time or earlier | responds accurately/quickly to information requests |
| maintains appropriate sense of humor | flexibly adapts to changing priorities |
| gives credit to others when deserved | puts in the extra hours and effort to get the job done |
| speaks/communicates well | demonstrates dedication to the DDA mission |
| effectively uses resources/consultants | can multitask – manage multiple projects |

**Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director, Susan Pollay**

Leadership/Management/Communication	Possible Score	Score
Actively works to support the mission & goals of the A2 DDA	15	10
Enables DDA members to execute their policy-making role	15	15
Takes a organizational leadership role as appropriate	15	8
Adeptly manages the DDA office and operations	15	10
Successfully implements DDA projects and policies	10	15
Represents the DDA well to the public	10	15
Brings new ideas and creative solutions to meet DDA goals	10	8
Is able to respond to special projects, new demands	10	15

Comments:

Susan is a wonderful manager! She is not a dynamic leader. I don't know that the DDA or the City of Ann Arbor wants a DDA Director who is a leader, so she probably provides exactly what is being asked of her. Susan is very likable, smart and knows how to play the politics of her job. Some huge things have been accomplished recently – the underground parking structure, the Police/Courts building – so her work to help steer those things through choppy political waters deserves high praise, very high praise. Strategically the DDA wanders, which I think is a purposefully done to manage the complex politics of the organization. It is a logical tactic, but frustrating to me and, I feel, ultimately a bit wasteful (we do not have a clear roadmap, so anywhere we go ends up to be where we think we what to be.)

Joe, however, I feel, does not work at the same level of competence as Susan. I believe Susan is impaired by Joe's lack of skills as an accountant and what appears to be his plodding style of work. Although dedicated to Susan and the DDA, I do not feel we have "the best person for the job" in Joe – I would give him a D+/C- for his work, passing, but he does not instill confidence in his work or the institution.

Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director, Susan Pollay

<u>Leadership/Management/Communication</u>	<u>Possible Score</u>	<u>Score</u>
Actively works to support the mission & goals of the A2 DDA	15	12
Enables DDA members to execute their policy-making role	15	5
Takes a organizational leadership role as appropriate	15	5
Adeptly manages the DDA office and operations	15	12
Successfully implements DDA projects and policies	10	15
Represents the DDA well to the public	10	15
Brings new ideas and creative solutions to meet DDA goals	10	12
Is able to respond to special projects, new demands	10	12

Comments:

Susan has many qualities that make her ideal for the executive director position. She is especially strong in public interaction. However, Susan has a couple traits that limit the potential of the organization. She avoids taking a leadership role, and instead uses individual board members to advocate for positions she supports. Further, she is firmly opposed to the DDA involvement in some activities, such as any direct service operations. It is almost impossible to start any new initiative if Susan does not support it. Overall, her positives certainly outweigh her negatives.

(sample ideas you can use in your comments:)

- | | |
|--|--|
| is able to motivate/lead her staff | is an important resource to downtown stakeholders |
| is willing to try new ideas, methods | is knowledgeable in his/her field |
| makes decisions on her own | remains cool despite challenges |
| completes assignments on time or earlier | responds accurately/quickly to information requests |
| maintains appropriate sense of humor | flexibly adapts to changing priorities |
| gives credit to others when deserved | puts in the extra hours and effort to get the job done |
| speaks/communicates well | demonstrates dedication to the DDA mission |
| effectively uses resources/consultants | can multitask – manage multiple projects |

Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director, Susan Pollay

<u>Leadership/Management/Communication</u>	Possible Score	Score
<u>Actively works to support the mission & goals of the A2 DDA</u>	15	15
<u>Enables DDA members to execute their policy-making role</u>	15	15
<u>Takes a organizational leadership role as appropriate</u>	15	15
<u>Adeptly manages the DDA office and operations</u>	15	15
<u>Successfully implements DDA projects and policies</u>	10	15
<u>Represents the DDA well to the public</u>	10	15
<u>Brings new ideas and creative solutions to meet DDA goals</u>	10	15
<u>Is able to respond to special projects, new demands</u>	10	15

Comments: This was an AMAZING year for Susan Pollay, in dealing with the beginning of the new underground parking structure. After getting Council's go ahead, she spent hours and hours and hours negotiating with all the various surrounding property owners to get concessions, agreements and the like to allow the project to go forward. In addition, she had to deal with the utility companies for easements and changes, all of which got completed in time for construction to go smoothly. She has established a close relationship with the designers/engineers as well as the general contractor, and has kept both the members of the Capital Improvements Committee and the whole board apprised of the progress, including special visits and luncheons at the site. It was an exciting moment to go down into the "hole" and see the progress. Susan's enthusiasm and incredible expertise in negotiating the various agreements (with entities as large as the federal government and as small as one property owner) has been outstanding. This was a real test of her political skills as well, dealing with the FOIA and law suit from Noah Hall – her patience and courtesy were far beyond what I could have endured.

At the same time, she created the Transportation and Parking Strategy Plan for City Council, as well as managing numerous other projects for the Transportation and Partnership Committees.

Susan also had to deal with some cranky and ill-informed members of the public (not to mention some Board members), which she always did with graciousness and aplomb.

I just hope that Susan will stay with us for many, many years to come – she is the "heart and soul" of downtown. With thanks and gratitude, Leah Gunn.

(sample ideas you can use in your comments:)

is able to motivate/lead her staff
 is willing to try new ideas, methods
 makes decisions on her own

is an important resource to downtown stakeholders
 is knowledgeable in his/her field
 remains cool despite challenges

**Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director, Susan Pollay**

Leadership/Management/Communication	Possible Score	Score
Actively works to support the mission & goals of the A2 DDA	15	14
Enables DDA members to execute their policy-making role	15	14
Takes a organizational leadership role as appropriate	15	14
Adeptly manages the DDA office and operations	15	13
Successfully implements DDA projects and policies	10	9
Represents the DDA well to the public	10	9
Brings new ideas and creative solutions to meet DDA goals	10	9
Is able to respond to special projects, new demands	10	9

Comments:

Mary Poppins

(sample ideas you can use in your comments:)

- | | |
|--|--|
| is able to motivate/lead her staff | is an important resource to downtown stakeholders |
| is willing to try new ideas, methods | is knowledgeable in his/her field |
| makes decisions on her own | remains cool despite challenges |
| completes assignments on time or earlier | responds accurately/quickly to information requests |
| maintains appropriate sense of humor | flexibly adapts to changing priorities |
| gives credit to others when deserved | puts in the extra hours and effort to get the job done |
| speaks/communicates well | demonstrates dedication to the DDA mission |
| effectively uses resources/consultants | can multitask – manage multiple projects |

Yeah

**Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director, Susan Polley**

** even with a fractured board*

<u>Leadership/Management/Communication</u>	<u>Possible Score</u>	<u>Score</u>
Actively supports the mission & goals of the DDA * <i>J</i>	15	15
Supports DDA members in their policy-making role	15	15
Takes a leadership role as appropriate	15	15
Successfully implements DDA policies and projects	15	15
Skillfully manages the DDA office and operations	15	15
Represents the DDA well to the public	15	15
Manages multiple projects simultaneously * <i>esp. this</i>	10	15

year

Comments:

There is no question that this year has been particularly difficult for the DDA because of deep disagreements on goals and policies by the Board members. Susan's handling of this has tested her abilities, and I believe she has come through with flying colors. She has been even handed and temperate, and has stayed out of the conflicts, while keeping the Board focused on the projects at hand. The creation of the new Transportation Committee has changed the workings of the DDA, and she was challenged to arrange for many outside people to →

(sample ideas you can use in your comments:)

- | | |
|--|--|
| is able to motivate/lead her staff | is an important resource to downtown stakeholders |
| is willing to try new ideas, methods | is knowledgeable in his/her field |
| makes decisions on her own | remains cool despite challenges |
| completes assignments on time or earlier | responds accurately/quickly to information requests |
| maintains appropriate sense of humor | flexibly adapts to changing priorities |
| gives credit to others when deserved | puts in the extra hours and effort to get the job done |
| speaks/communicates well | demonstrates dedication to the DDA mission |
| effectively uses resources/consultants | is accountable |

please return responses to me: jsplitt@ [REDACTED]

2009

attend meetings and share their points of view. The wayfinding project, a challenge dealing with MDOT, has now been completed, just in time for the new academic year. The kerfuffle of Mr. Vliemetti was handled with far more courtesy than I would have bothered with. Other major changes were the installation of the TV equipment, decisions about hiring new staff, and orienting a new (mouthy) Board member.

But most of all, the major component of this year has been the design of the underground parking structure. Everything about it was controversial, from the idea to the selecting of a contractor. Susan espoused much from the Board members, but she also saw to it that their suggestions and concerns were addressed and included in the design. She also saw to it that the Board was fully informed on the status of the lawsuit against the city, and held Executive sessions as needed.

It has been an exhausting year for everyone, perhaps the busiest since I have been on the Board. Susan deserves praise for holding the whole thing together, while juggling ten balls in the air. She has yet to drop one!

Deak Kim

Keith

**Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director, Susan Pollay**

Leadership/Management/Communication	Possible Score	Score
Actively supports the mission & goals of the DDA	15	15
Supports DDA members in their policy-making role	15	15
Takes a leadership role as appropriate	15	15
Successfully implements DDA policies and projects	15	14
Skillfully manages the DDA office and operations	15	14
Represents the DDA well to the public	15	14
Manages multiple projects simultaneously	10	14

Comments:

I am amazed at the incredible job this woman does. She 'manages' her board brilliantly. She remains calm under pressure, particularly when pressured by members of the public. During those times she listens carefully and responds appropriately.

I am particularly impressed by her belief that good ideas can come from anywhere: the public, the board, staff, outside consultants, politicians, etc. It would be SO easy to dismiss certain people or ideas out-of-hand. But she listens knowing that everyone may have an important contribution.

There are occasions that she interprets the Board's directions in one fashion and moves forward on that basis. At the following Board meeting either the Board moves in a different direction, or the board clarifies its directives. This could be such a frustrating position, and IS a frustration position for most EDs/CEOs. Susan moves forward with revised priorities with equanimity and grace.

When I joined the Board she took whatever time was needed to help me get acquainted with the workings of the DDA, or to get me the resources, or direct me to the correct people to help make me an effective Board Member.

Her dedication and grace under pressure are truly laudable.

(sample ideas you can use in your comments:)

is able to motivate/lead her staff

is an important resource to downtown stakeholders

Joan

**Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director, Susan Pollay**

Leadership/Management/Communication	Possible Score	Score
Actively supports the mission & goals of the DDA	15	15
Supports DDA members in their policy-making role	15	15
Takes a leadership role as appropriate	15	14
Successfully implements DDA policies and projects	15	15
Skillfully manages the DDA office and operations	15	15
Represents the DDA well to the public	15	15
Manages multiple projects simultaneously	10	10

Comments:

The only reason I took one point off for taking a leadership role is that I think Susan is occasionally hesitant to do that – in our Partnerships meeting the other day she wanted to have us focus on economic development and was a little hesitant about it. The committee really needed stronger direction because we ended up flailing about. This was a rare occurrence, though. In general, she is perfect.

(sample ideas you can use in your comments:)

- is able to motivate/lead her staff
- is willing to try new ideas, methods
- makes decisions on her own
- completes assignments on time or earlier
- maintains appropriate sense of humor
- gives credit to others when deserved
- speaks/communicates well
- effectively uses resources/consultants
- is an important resource to downtown stakeholders
- is knowledgeable in his/her field
- remains cool despite challenges
- responds accurately/quickly to information requests
- flexibly adapts to changing priorities
- puts in the extra hours and effort to get the job done
- demonstrates dedication to the DDA mission
- is accountable

please return responses to me: **jrpl@** [redacted]

John Morant

**Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director, Susan Pollay**

<u>Leadership/Management/Communication</u>	<u>Possible Score</u>	<u>Score</u>
Actively supports the mission & goals of the DDA	15	15
Supports DDA members in their policy-making role	15	15
Takes a leadership role as appropriate	15	15
Successfully implements DDA policies and projects	15	15
Skillfully manages the DDA office and operations	15	12
Represents the DDA well to the public	15	15
Manages multiple projects simultaneously	10	10

Comments:

I just put 12 down on the one item because I do not have a good sense of the management of the office and besides no one is perfect so I could not give her a 100!

The relationship with the "City" and University are two important areas to continue to maintain and cultivate.

(sample ideas you can use in your comments:)

is able to motivate/lead her staff	is an important resource to downtown stakeholders
is willing to try new ideas, methods	is knowledgeable in his/her field
makes decisions on her own	remains cool despite challenges
completes assignments on time or earlier	responds accurately/quickly to information requests
maintains appropriate sense of humor	flexibly adapts to changing priorities
gives credit to others when deserved	puts in the extra hours and effort to get the job done
speaks/communicates well	demonstrates dedication to the DDA mission
effectively uses resources/consultants	is accountable

please return responses to me: 

2009

Sandi

SmartZone Communications Center Collaboration Suite

jsplitt@

RE: Susan's Annual Review

Sunday, August 30, 2009 9:37:34 PM

From: Sandi@

To: jsplitt@

Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director, Susan Pollay

Leadership/Management

/Communication

Possible Score

Score

Actively supports the mission & goals of the DDA

15

15

Supports DDA members in their policy-making role

15

15

Takes a leadership role as appropriate

15

12

Successfully implements DDA policies and projects

15

15

Skillfully manages the DDA office and operations

15

15

Represents the DDA well to the public

15

15

Manages multiple projects

simultaneously

10

15

Comments:

Susan:

is able to motivate/lead her staff
downtown stakeholders

is an important resource to

is willing to try new ideas, methods

is knowledgeable in his/her field

makes decisions on her own
challenges

remains cool despite

2009

gary

**Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director, Susan Pollay**

<u>Leadership/Management/Communication</u>	<u>Possible Score</u>	<u>Score</u>
Actively supports the mission & goals of the DDA	15	15
Supports DDA members in their policy-making role	15	13
Takes a leadership role as appropriate	15	12
Successfully implements DDA policies and projects	15	15
Skillfully manages the DDA office and operations	15	15
Represents the DDA well to the public	15	15
Manages multiple projects simultaneously	10	15

Comments:

She knows everything there is to know about the downtown: physical infrastructure, politics, city administration, players, etc. She is an invaluable asset.

(sample ideas you can use in your comments:)

- is able to motivate/lead her staff
- is willing to try new ideas, methods
- makes decisions on her own
- completes assignments on time or earlier
- maintains appropriate sense of humor
- gives credit to others when deserved
- speaks/communicates well
- effectively uses resources/consultants
- is an important resource to downtown stakeholders
- is knowledgeable in his/her field
- remains cool despite challenges
- responds accurately/quickly to information requests
- flexibly adapts to changing priorities
- puts in the extra hours and effort to get the job done
- demonstrates dedication to the DDA mission
- is accountable

please return responses to me: jrp12@ [redacted]

2/10/09

**Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director**

Communication/Management	Possible Score	Score
Successfully implements DDA policies and projects	10	10
Supports DDA members in their policy-making role	10	10
Skillfully manages the DDA office and staff	10	10
Represents DDA well in writing/speaking	10	10
Actively builds relationships within the City and community	10	10

Work Efforts

Actively supports the mission/goals of the DDA	10	10
Manages time/multi-tasks well	10	10
Coordinates well with others	10	10
Is organized	10	10
Follows DDA policies and procedures	10	10

Comments:

It is a pleasure to work with Susan. I am constantly amazed by how positive and respectful she can be in any situation. Her attention and memory for detail is astounding. She appears to have a wonderful working relationship with her staff. The rest of the staff is courteous, hard working, and highly competent and I attribute that to Susan's leadership.

Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director

Communication/Management	Possible Score	Score
Successfully implements DDA policies and projects	10	10
Supports DDA members in their policy-making role	10	9
Skillfully manages the DDA office and staff	10	10
Represents DDA well in writing/speaking	10	10
Actively builds relationships within the City and community	10	10

Work Efforts	Possible Score	Score
Actively supports the mission/goals of the DDA	10	10
Manages time/multi-tasks well	10	10
Coordinates well with others	10	10
Is organized	10	10
Follows DDA policies and procedures	10	10

Comments:

Susan is an outstanding executive director who truly understands her role within the DDA and the city, and she excels in the position. She has repeatedly requested no raise in salary and we should honor that. However, last year at this time we recommended that she attend a second conference during the year instead of the increase in salary. To my knowledge, she did not do this. I would insist on this again this year or give her a raise.

Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director

Communication/Management	Possible Score	Score
Successfully implements DDA policies and projects	10	10
Supports DDA members in their policy-making role	10	10
Skillfully manages the DDA office and staff	10	10
Represents DDA well in writing/speaking	10	10
Actively builds relationships within the City and community	10	10

Work Efforts

Actively supports the mission/goals of the DDA	10	10
Manages time/multi-tasks well	10	10
Coordinates well with others	10	10
Is organized	10	11
Follows DDA policies and procedures	10	10

Comments:

I have served on quite a few boards over the past 15 years and have never encountered any executive director with Susan's knowledge, work ethic, organizational skills and diplomacy. She is truly selfless, sets clear goals for her staff, works hard to understand and implement the goals and directives of the board while at the same time providing us with the information and context we need to make good decisions.

(sample ideas you can use in your comments:)

is accountable	is able to motivate/lead her staff
is willing to try new ideas, methods	is an important resource to downtown stakeholders
is knowledgeable in his/her field	makes decisions on her own
completes assignments on time or earlier	responds accurately/quickly to information requests
remains cool despite challenges	maintains appropriate sense of humor
gives credit to others when deserved	puts in the extra hours and effort to get the job done
speaks/communicates well	flexibly adapts to changing priorities
demonstrates dedication to the DDA mission	effectively uses resources/consultants

Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director

Communication/Management	Possible Score	Score
Successfully implements DDA policies and projects	10	10
Supports DDA members in their policy-making role	10	10
Skillfully manages the DDA office and staff	10	10
Represents DDA well in writing/speaking	10	10
Actively builds relationships within the City and community	10	10

Work Efforts

Actively supports the mission/goals of the DDA	10	10
Manages time/multi-tasks well	10	10
Coordinates well with others	10	10
Is organized	10	10
Follows DDA policies and procedures	10	10

Comments:

This past year has been a difficult one because of dissension among some of the Board members. Susan has done her best to be even handed, when there was heated conversation going on, and accusations by Board members, which I felt were out of line. I am hoping that the future will be smoother, as this kind of behavior adds to the tension of her job. In the end, everything worked out with Fifth/Division, the discarding of the partnership guidelines, and the design of the underground parking structure. I admire Susan's ability to remain above the fray, and to be patient to achieve the desired results. I hope that the upcoming year will be more serene, and we can concentrate on getting the job done. I would also especially commend Susan on her supervision and direction for staff, and her ability to allow them to do their jobs. I single out Joe Morehouse for special commendation for all the demand management initiatives that the Ops Committee has dealt with, and his success in working with the design group, Republic and various vendors to realize our objectives, as well as the development of new budgeting procedures and reports. We ask a lot of him, but he always delivers.. I would hope that he gets special recognition from Susan for his work. Overall, Susan makes the DDA a productive and exceptionally cost effective organization.

(sample ideas you can use in your comments:)

is accountable	is able to motivate/lead her staff
is willing to try new ideas, methods	is an important resource to downtown stakeholders
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**Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director**

Communication/Management	Possible Score	Score
Successfully implements DDA policies and projects	10	9
Supports DDA members in their policy-making role	10	10
Skillfully manages the DDA office and staff	10	
Represents DDA well in writing/speaking	10	10
Actively builds relationships within the City and community	10	9

Work Efforts

Actively supports the mission/goals of the DDA	10	9
Manages time/multi-tasks well	10	
Coordinates well with others	10	9
Is organized	10	10
Follows DDA policies and procedures	10	

Comments:

I did not put numbers by items that I do not feel qualified to score. The long and the short of it is that Susan does a great job. The trickiest issue is probably navigating the waters between the DDA and City Council. The cultivation of that relationship is an important thing to work on in this coming year.

(sample ideas you can use in your comments:)

- | | |
|--|--|
| is accountable | is able to motivate/lead her staff |
| is willing to try new ideas, methods | is an important resource to downtown stakeholders |
| is knowledgeable in his/her field | makes decisions on her own |
| completes assignments on time or earlier | responds accurately/quickly to information requests |
| remains cool despite challenges | maintains appropriate sense of humor |
| gives credit to others when deserved | puts in the extra hours and effort to get the job done |
| speaks/communicates well | flexibly adapts to changing priorities |
| demonstrates dedication to the DDA mission | effectively uses resources/consultants |

**Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director**

Communication/Management	Possible Score	Score
Successfully implements DDA policies and projects	10	9
Supports DDA members in their policy-making role	10	9
Skillfully manages the DDA office and staff	10	7
Represents DDA well in writing/speaking	10	9
Actively builds relationships within the City and community	10	9

Work Efforts

Actively supports the mission/goals of the DDA	10	7
Manages time/multi-tasks well	10	9
Coordinates well with others	10	7
Is organized	10	9
Follows DDA policies and procedures	10	8

Comments:

Susan does an admirable job of running the DDA. It is a job enveloped in politics and she navigates the political landscape well. However, she has an executive position at the DDA not a political position. I would appreciate more leadership from her in terms of the strategic policy direction of the DDA and the tactical execution of the board's work. I feel she is, in a sense, too responsive to the DDA board. The DDA board is wonderful and enthusiastic, but bottom line they are urban planning amateurs. The board could benefit from strong professional leadership, especially in light of the political context in which the board must make budget and urban planning decisions.

(sample ideas you can use in your comments:)

is accountable	is able to motivate/lead her staff
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**Ann Arbor Downtown Development Authority
Annual Job Evaluation – Executive Director**

Communication/Management	Possible Score	Score
Successfully implements DDA policies and projects	10	9
Supports DDA members in their policy-making role	10	10
Skillfully manages the DDA office and staff	10	10
Represents DDA well in writing/speaking	10	10
Actively builds relationships within the City and community	10	9

Work Efforts

Actively supports the mission/goals of the DDA	10	10
Manages time/multi-tasks well	10	10
Coordinates well with others	10	9
Is organized	10	10
Follows DDA policies and procedures	10	10

Comments:

My only deviation from perfect 10s would be when there have been “surprises” such as the delays in getting 5th & Division past Council. Susan might be able to find a way to get a better pulse on what the Council politics are.

(sample ideas you can use in your comments:)

- | | |
|--|--|
| is accountable | is able to motivate/lead her staff |
| is willing to try new ideas, methods | is an important resource to downtown stakeholders |
| is knowledgeable in his/her field | makes decisions on her own |
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| speaks/communicates well | flexibly adapts to changing priorities |
| demonstrates dedication to the DDA mission | effectively uses resources/consultants |

Joseph Morehouse

From: Joseph Morehouse
Sent: Monday, June 23, 2014 10:33 AM
To: 'Sandi Smith'
Subject: Book4.xlsx
Attachments: Book4.xlsx

Sandi,

Here is the information you requested. I will let you know the City Standard raise for the coming year as soon as we know it. Please do not hesitate to request any more information.

Joe

Susan's Salary History from FY 2006 to Present

Fiscal year	Salary	% Raise from Prior Year
FY 2014	\$109,114.40	6.70%
FY 2013	\$102,263.20	8.00%
FY 2012	\$94,689.40	0.00%
FY 2011	\$94,689.40	0.00%
FY 2010	\$94,689.40	0.00%
FY 2009	\$94,689.40	0.00%
FY 2008	\$94,689.40	0.00%
FY 2007	\$94,689.40	0.00%
FY 2006	\$94,689.40	

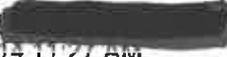
Average raise over the past 8 years 1.90%

Susan's City Pay Range

	Minimum	Midpoint	Maximum
Level 2	\$95,340	\$126,326	\$157,312

Susan is currently at the 22% of her pay range

Joseph Morehouse

From: Sandi Smith [Sandi@
Sent: Monday, June 23, 2014 11:27 AM
To: Joseph Morehouse
Subject: RE: Book4.xlsx

perfect

Sandi Smith
Assoc. Broker & President
Trillium Real Estate
in Kerrytown, Ann Arbor MI

o: 734-302-3011
c: 734-216-6414

 [Website](#)  [Trillium's Blogs](#)  [Facebook](#)

From: Joseph Morehouse [<mailto:JMorehouse@a2dda.org>]
Sent: Monday, June 23, 2014 10:34 AM
To: Sandi Smith
Subject: Book4.xlsx

Sandi,

Here is the information you requested. I will let you know the City Standard raise for the coming year as soon as we know it. Please do not hesitate to request any more information.

Joe

ExchangeDefender Message Security: [Check Authenticity](#)