

**ANNUAL EVALUATION OF TODD SELIG
2012**

1 = Unacceptable 2 = Acceptable 3 = Good 4 = Very Good 5 = Excellent

	# Scored	Total Score	Ave Score
Ability to maintain or improve strong relationships with:			
• Town Council (responsiveness to concerns)	7	34	4.9
• External entities such as UNH, town businesses, etc.	6	29	4.8
• Town department heads and staff	5	25	5.0
• Town committees and boards	6	28	4.7
• Serves citizens effectively and efficiently	7	34	4.9
Average	31	150	4.8
Financial oversight:			
• Financial performance of the Town	7	34	4.9
• Fiscal responsibility	7	33	4.7
• Budget (process, preparation, dissemination)	7	34	4.9
• Budget (creation of budget within Council guidelines)	7	33	4.7
• Accomplishment of meaningful modifications in the economic relationship with UNH	6	21	3.5
Average	34	154	4.5
Leadership:			
• Provides clear guidance to the Council on all issues	7	30	4.3
• Provides strong management of town staff	5	24	4.8
• Maintains consistent and appropriate oversight of department heads	5	24	4.8
• Improved the performance of town staff. When necessary, has removed individuals who have failed to perform consistent with their job description and/or compensation	7	30	4.3
• Competency in human resource area with new hires during his administration	3	15	5.0
• Provides leadership to town committees and boards	5	20	4.0
Average	25	113	4.5
Initiative:			
• Proposes appropriate initiatives/strategic direction to the Council	7	32	4.6
• Is timely in follow up reports to Council initiatives	7	33	4.7
• Accomplishment of Council's goals and objectives	7	32	4.6
• Ability to be a visionary for future community planning	7	32	4.6
Average	28	129	4.6
Other:			
• Appropriately challenges the status quo	7	26	3.7
• Willingness to challenge and support his convictions	6	27	4.5
• Appropriate allocation of time and energies, including delegating non-essential tasks	7	28	4.0
Average	20	81	4.1

OVERALL AVERAGE = 4.5

Comments about the evaluation Matrix submitted Jan, 2013

I have included below a few concerns about the format of this rubric, should the Council decide to revise it at some time. These explain a few of the checked N/A boxes above.

- 1) Typically such rubrics have a balance of positive and negative categories. For example, “Poor”, “Needs Improvement”, “Fair”, “Good”, and “Excellent”. This one has one negative category, and four gradations of acceptable work. I think the former is more useful.
- 2) Under the Leadership category, four questions address the Administrator’s management of his staff. Of the evaluation categories above I feel we are least qualified to speak to these because beyond general observation, we have no formal mechanism to receive feedback from staff on the Administrator’s performance. At most universities, for example, department chairs and deans round out their evaluations of professors’ teaching with student evaluations. If we plan to keep these questions, it’s worth asking ourselves if, absent candid input from staff, they are fair and meaningful.
- 3) Under the “Other” category, is the evaluation criteria “Willingness to challenge and support his convictions”. A willingness to challenge one’s own convictions and a willingness to support one’s convictions are two different things and so should be in separate categories.

One of the challenges in evaluating the Administrator is that the Council’s window onto key areas of his responsibility is limited, for example, managerial. Another is that in some areas outcomes may not be an appropriate measure of his performance, for example, accomplishments vis a vis the University. Several evaluation points included in this matrix are significant yet meaningless because Councilors have limited, if any, basis on which to comment. Others do not get at the heart of the Administrator’s responsibilities and performance. These are some of the reasons why the Council should consider amending the matrix.

1. Evaluation Summaries for Todd Selig 2012

I probably repeat what I have stated in previous evaluations but that only serves to validate my opinions. Todd remains an extraordinarily talented individual who has created a culture of transparency in all aspects of town government. He is responsive to requests be they from the council, departments or the citizens. I believe his unique Kaizen effort will have long lasting positive impact. Creative thinking followed by creative solutions keeps an organization at the forefront of innovation and adaptability.

As I depart from the council, I do so with gratitude and appreciation for all that Durham possesses. My extensive municipal experience in NH tells me that Durham is most fortunate to have a person of Todd's talents and we must ensure he remains with the town.

The Town of Durham is fortunate to have such a gifted person as Todd Selig as Town Administrator. Todd continues to lead and administer an open, transparent, innovative, professional , responsive, respectful and financially prudent town government.

Some of the “4” scores on my evaluation matrix could have been “5”s as Todd has shown excellence in these areas. However, due to lack of time and so many other issues to attend to, I believe he has been curtailed from the “Excellent” to the “Very Good” job he does on those specific areas.

The only area that I think Todd has shown less than very good judgement is the situation of replacing a Department Head who needed to be replaced. Unfortunately, some residents in town have been possibly irrevocably hurt and several issues were never handled as they should have been because this situation lingered for too long.

One of my concerns now is that Todd may become burned out because of the fast pace of change in Durham at this time. This would be problematic for Todd and for the Town. My advice would be: 1) slow things down – decisions will be better, everyone will be able to perform their job better and longer (from citizen volunteers to staff members) if pressure and stress is reduced by slowing down the pace of activity 2) hire and recruit people as necessary from resident volunteers to professionals with specific skills.

Todd Selig is an exemplary employee for the Town of Durham. His excellent performance and his dedication to his job are always in evidence even when he is faced with occasional health challenges.

My only minor issues deal with the evaluation line items regarding his leadership of Town committees. Todd does not necessarily lead these entities but is available to provide information and guidance when needed. Therefore I do not think that he plays a leadership role per se.

The item addressing adequate financial support from UNH is another sticking point for me because of the attitude of some in town who believe that the university should be shouldering more of the financial burden for town services. I do not know whether this is true or not but it is a sticking point in many discussions and therefore is not necessarily taken care of.

My only concern about the allocation of his time and energies is that he may be a little too permissive with some of us who tend to ask for one on one time. He might like to be more firm about his schedule so that he is not spending too much personal time in the office.

2. **SUCSESSES:** I have known Todd for about as long as he's been working here and share the view of many in Durham that we are lucky to have his talents. Todd has a very challenging job and does excellent work staying atop many issues and keeping the Council and the community informed. He is patient, accessible, polite, and responsive to residents, committee members, and councilors. One cannot overstate the benefit to our community of Todd's emphasis on transparency and clear communication about local government. Time and again, through his Friday Update's e-mail list, Todd has kept Durham residents current on town matters ranging from pressing issues of public safety and important meetings to events and activities that bring the community together. His annual right-to-know law workshops speak volumes of his respect for open and fair process. On issues that have divided residents, Todd has demonstrated sensitivity and respect to many points of view and articulated well the reasoning behind his recommendations. Despite the stresses of his work, Todd rarely shows frustration and handles his responsibility with good humor.

CHALLENGES: In addition to transparency, Todd puts a premium on consensus building and the philosophy of moderation, as he shared with us in a new essay this week. I value those as well, and he wields them to great benefit. But I believe that on some large issues he should be firmer. For example, I do not think the amount we receive from UNH to defray annual costs is fair and believe we must be tougher and more persistent in seeking a reasonable arrangement. Separately, I think the same can be said for our dealings with the NHDES regarding our water supply. Impending limits on river and well withdrawals will shape our ability to meet future demand and responsibly continue the redevelopment we are counting on to fund the CIP and pay for basic services. I believe we must redouble our efforts in this area and, at a minimum, secure a guarantee of emergency access to water when Durham and UNH need it.

Even as the number of issues for which the Administrator and the Council are responsible has increased considerably, Todd typically manages to discern which issues require Council attention and distills the details to provide the Council with a clear outline of the factors influencing the decisions it must make. I continue to respect Todd's ability to keep an eye on both the details and the larger picture. This is no small feat. To quote from another Councilor in his 2011 evaluation, "Todd is an excellent communicator and has the ability to condense a complex and lengthily argued issue into a concise and accurate verbal or written format."

The Town's response to the EPA wastewater permit regulations have showcased Todd's strength in seeking innovative solutions and consensus building. There is a long way to go, but under Todd's helm Durham has shown leadership that will have long-term benefits to the Town as a whole.

In 2012, Todd spent much time working with attorneys on matters ranging from collective bargaining, to litigation over zoning decisions, to the development of a controversial new ordinance, to conservation easement contracts. I believe that in each case he has identified and questioned points of vulnerability or opportunity for the Town in a way that has strengthened Durham's position but not stalled the process. Along with his financial skills, this ability serves the Town well.