

Annual Evaluation of Todd Selig 2013

1 = Unacceptable	2 = Acceptable	3 = Good	4 = Very Good	5 = Excellent				
					# Scored	Total Score	Ave Score	2012
Ability to maintain or improve strong relationships with:								
*					8	37	4.6	4.9
*					8	32	4.0	4.8
*					6	25	4.2	5.0
*					8	31	3.9	4.7
*					8	35	4.4	4.9
					38	160	4.2	4.8
Financial Oversight:								
*					8	32	4.0	4.9
*					8	33	4.1	4.7
*					8	33	4.1	4.9
*					8	31	3.9	4.7
*					7	21	3.0	3.5
					39	150	3.8	4.5
Leadership:								
*					8	32	4.0	4.3
*					7	27	3.9	4.8
*					7	27	3.9	4.8
*					7	24	3.4	4.3
					3	9	3.0	5.0
*					5	19	3.8	4.0
					37	138	3.7	4.5
Initiative:								
*					8	35	4.4	4.6
*					8	32	4.0	4.7
*					8	32	4.0	4.6
*					8	36	4.5	4.6
*					32	135	4.2	4.6
Other:								
*					8	28	3.5	3.7
*					7	31	4.4	4.5
*					8	26	3.3	4.0
					23	85	3.7	4.1
Overall Average					315	1251	4.0	4.5

TA Evaluation for 2013

Narratives

NARRATIVE #1:

Todd does a remarkable job given the demands of conflicting constituencies; the complexity of the issues confronting the town; and the sheer volume of work required to conduct the town's business.

NARRATIVE #2:

2013 was a particularly difficult year for our Town Administrator. Numerous issues of major importance to the citizens of Durham took an inordinate amount of Todd's time that could have allowed more focused work on the budget. Multitudes of meetings and phone calls involving the outdoor pool, major developments and everything about water were but a few of the issues. Everyone in Durham seems to have a different opinion as to how things should look in town, how to get the necessary funds to feed our capital budget, etc. Everyone is not afraid to let our Town Administrator know how things should be done.

I do believe that Todd is at times too lenient with his time, spending hours on someone's (councilors and other residents) particular issue, subsequently having to shorten the amount of time spent with the basic running of the Town Administration duties. The council purposely proposed Goals that are general in nature, allowing Todd to initiate and respond with these goals in mind. I am thankful that we have an Administrator who can work towards these goals while upholding his fiduciary responsibility.

I do not think that there is an administrator in New Hampshire who is more invested in his or her community. Thank you Todd.

NARRATIVE #3:

This was a difficult evaluation for me to complete this year. The evaluation form is the same this year and so it is very comfortable for me to use.

The problem for me is that 2013 has probably been the busiest year for Todd, I believe, since he has been in Durham. It certainly has been overwhelmingly busy also for the Town Council, Planning Board, Town Staff, etc. The last few years have seen an increasing, to the point of overwhelming, surge in activity—a huge amount of new development, new programs and initiatives, increasing feedback from residents, etc. Generally, all of this is good but because of the pressures and strains on his time, in my opinion, Todd has not been able to operate in the way that he has in the past and, I believe, prefers to work. Let me give a few examples, in the past when I have called Todd he has responded that day or the next day. The wait generally this year has been longer---and for very good reason---he has had a completely full schedule of important meetings, negotiations, etc.

My dilemma is how to weigh that evaluation item with the reality of Todd's work load. I truly believe that Todd wants to do an excellent job in responding to Councilors, in providing leadership to town committees and boards, etc. and he has the ability to do so but his absolutely full schedule has prevented him from doing all he would like to do and that we Councilors would like to see him do. And I believe that Todd should not be judged badly because he has not had the time to do all that is "expected" in this evaluation.

Quite the opposite, Todd has done an exceptional job this year under difficult conditions in moving the Town forward---from solar panels, to Great Bay mitigation work, to a new Town Hall, to a new Town Planner, etc. He has tremendous abilities and at the same time is a wonderfully open, respectful, positive, cooperative person.

I do have one suggestion for Todd that I would like to formally add to this evaluation---that the workload in Town slow down. This is very difficult to do but not impossible. I plan to bring this up at our next Council meeting and will support Todd in decisions whereby some projects/activities move from the front burner to the back burner.

NARRATIVE #4:

As the councilor who has worked with Todd longer than any other member of the council, who first began working with Todd or giving him both solicited and unsolicited advice on a number of issues beginning in 2002, I am going to ask that my statement below go into the packet for our next discussion of his evaluation.

Let me begin by commenting on the poorly-crafted items or bullet points under the five categories in the evaluation matrix form that Todd created some years ago and has not corrected despite (or perhaps because of) my repeated advice. That is partly the fault of council members who have not understood my comments, or having understood, have failed to offer appropriate guidance to Todd.

For instance, the first category dealing with Todd's "Ability to maintain or improve strong relationships with" five constituencies ends with "Serves citizens effectively and efficiently" when it should end with something parallel to the first five items such as "Citizens" or "Durham residents". (For the record, I do not always appreciate how Todd frequently communicates directly with the public through Friday Updates, press releases, letters to the editor, etc., to advocate for certain positions or outcomes.)

Under the "Leadership" category, the first item is "Provides clear guidance to the Council on all Issues", which is not the same as providing "leadership" (for the record, although I appreciate some of his guidance, I do not think the council should expect or wish Todd or any administrator to "lead" the council).

The next four items under "leadership" have to do with management, oversight, and evaluating, hiring, or firing town staff. And the last item, "Provides leadership to town committees and

boards" should not be on the list at all, and should be placed elsewhere and rephrased as "provides support to town committees and boards" or something else along those lines.

Also, please note that the fourth item under "Leadership" uses the past tense and is not consistent with the present tense in the other five items.

Under the heading "Initiative", the second and third items have nothing to do with Todd's initiative, and should be placed in another category having to do with Todd's performance of his duties. Or the category itself should be given a new heading.

As for the last item under "Initiative", "Ability to be a visionary for future community planning", I think that item should be rephrased or removed entirely.

Under the "Other" category, let me now deal with one example of what I consider to be a poor example of Todd's "Willingness to challenge and support his convictions":

--On November 2nd, 2013, shortly after the Red Sox won the World Series, I sent Todd an email asking if the following statement attributed to him by a Seacoast on Line reporter was correct: "A riot following Wednesday night's Red Sox win . . . brought police from five agencies to the downtown area . . . said Town Administrator Todd Selig." I asked him "Would it not be more accurate to say that scores of police officers were staged near the post office BEFORE the end of the game on Wednesday night and before the large crowd began to fill Main Street between Mill Road and Madbury Road?"

-- On November 3rd, Todd responded that the information in Seacoast on Line was accurate.

-- In the first draft of his "Year End Report/Self Evaluation" Todd sent the council on December 31st, he wrote that "A celebratory riot following the . . . Red Sox win in the World Series brought police from five agencies to the downtown area . . ."

-- On January 2nd, 2014, after I again challenged the assertion that a riot brought police downtown on the night in question, Todd defended his assertion by quibbling about the term "celebratory riot" rather than addressing my claim that preparations for a possible disturbance "brought the police downtown".

-- And in his Friday Update for January 2nd, 2014, Todd reprinted his claim that a celebratory riot brought the police downtown.

-- But then, in the January 13th council communication for discussion of his annual performance evaluation, Todd finally capitulated on the "what brought the police downtown" issue by revising his year-end report to read: "Police from five agencies worked to address a celebratory riot following the . . . Red Sox win . . . along Main Street. . .".

Yes, I admit this is a rather picayune matter, but it is typical of how Todd sometimes gets stubborn when confronted by an even more stubborn councilor.

To repeat what I said at a recent council meeting, I like Todd and appreciate how hard he works for the town. I hope he stays with us for a long time.

NARRATIVE #5:

SUCSESSES

This is my second evaluation of Todd and many of my observations from the first year hold: Todd works very hard at a difficult and, at times, thankless job. He has to deal with a lot of conflicting opinions from people around him and is unfailingly respectful and kind to everyone he interacts with. Todd continues to keep the community informed through Friday Updates during a remarkably busy time in Durham's history and development. He continues to demonstrate sensitivity and respect to many points of view while articulating well the reasoning behind his recommendations. I value his counsel and admire his problem-solving skills. Despite lower marks and some additional criticism from me this year, I know the Council made the right choice to renew Todd's contract and believe that Durham is fortunate to have him as our town administrator.

CHALLENGES

Apart from the shape of rapid new development taking place in town, I believe a handful of current policy challenges will have potentially profound impacts – economically and in terms of environmental sustainability – on Durham residents. These include our approach to budgeting and sharing costs and resources with UNH in the areas of public water supply, storm water system upgrades/ nitrogen mitigation, and the provision of police and fire services. In my first two years on the Council, I have put a good deal of effort into drawing attention to what I believe is flawed policy in some of these big-ticket areas and the need to more effectively lobby for the town's interests. In some negotiations with UNH and the state – on our water supply and public safety costs, for example – I think we need to do a better job standing up for our residents and getting results.

Todd is always a patient listener. But frustratingly, it seems that where our staff might not share the Council's priorities, it takes awhile to get things done. For example, though the Council voted for an enforceable water conservation ordinance, it took several reminders and some pressure from the Council to receive a complete ordinance. Separately, one of my suggestions – to investigate potential cost savings and efficiencies of breaking down our departmental data silos – has for two years stood as an official Town Council goal. But it has been utterly ignored. Todd did do an excellent job of working with the Council to trim this year's operational budget – paying attention to the little things and balancing fairness with costs and benefits to different town departments and programs. Likewise, he threw himself (no pun intended) into the outdoor pool issue, paying a great deal of attention to varied interests. My hope is that Todd can apply

himself with equal élan to the matters I noted above with longer reach and more zeroes at the end of their bottom lines.

RUBRIC SUGGESTIONS (Repeated from last year)

I have included again 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. If work is unacceptable, an employee should have a sense of how far they need to come up. Likewise, if their work is outstanding, they deserve to know that their performance is excellent, as opposed to just good.
- 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.

NARRATIVE #6:

I wish to make a general statement regarding Todd Selig's performance in 2013. It is clear from the matrix I filled out that I feel that Todd continues to be an excellent and exceedingly effective Town Administrator. Others may feel that I am not being critical enough which is unfortunate. Todd meets or exceeds all of my expectations and that is more than I can ask for in an employee.

There are a couple of issues on the matrix that I would like to clarify:

- As discussed in our most recent meeting, I do not believe that Todd provides leadership to Town boards and committees but is always available to provide information and guidance when asked. I marked "Excellent" for that item even though it is not correctly written.
- I have never witnessed Todd dealing directly with a new employee so I do not feel I can evaluate him on that item.

- The last item has to do with delegation of work. Jennie Berry is an excellent administrative assistant but I wonder if Todd is not delegating enough to her to lighten his own work load. It may be that he cannot delegate more than he already does due to the nature of his job but it is clear to me that he cannot do everything that he is tasked with or asked to do because there are only so many hours in a day. I am concerned that his burden effects his health (Mother Hen syndrome on my part).

NARRATIVE #7:

Overall comments:

I continue to believe that the Town is fortunate to have Todd as Town Administrator. He understands the challenges of the community and has worked hard to help guide it through difficult waters. We have heard over the years from Councilors familiar with other New Hampshire towns that the “Todd package” is unusual.

It is worth noting that we have also benefited from the skills, engagement, and commitment of volunteers, i.e., not his staff, without which the Town would not be positioned to realize key economic, environmental, aesthetic, and social improvements. Todd’s openness to working with these community members is a valued strength.

Areas that suggest opportunities for improvement:

- (1) communication skills: Todd has a tendency to share too much personal and/or superfluous information. He could also improve the clarity and brevity of his communications both oral and written.
- (2) budget and CIP presentation
 - a) Detail on large budget and CIP items should be provided earlier and without needing the Council’s request. For the 2014 budget season, that included the Churchill Rink, downtown parking (Pettee Brook lot), and stormwater project—all DPW projects. That detail should be provided by the Department Head to the TA, at the least. If that information is not provided to the Council in turn, then the TA should make it clear to the Council why not; otherwise, the Council has reason to question whether the TA has made his expectations clear to the Department Heads and whether he himself received that detail. This issue is also a function of management style and expectations. (What are those expectations for the budget? Has Todd communicated those to his staff? Why shouldn’t the Department Heads be held to the stated budget goal of the Council?)
 - b) Coordination with relevant committees/commissions could improve when it comes to developing the budget. Todd and his department heads could better use these

volunteers' expertise and institutional knowledge. Respect for that is key in maintaining volunteer morale and willingness to serve.

- c) Some items in the budget or CIP were not “ready for prime time,” or could have benefited from clearer and earlier discussion with the TA, e.g., the issue of compensation for the Library staff.

(3) Coordination with Council / role of the Administrator:

- a) Todd sometimes goes beyond his role as defined in the Charter; on the flip side, the Council may defer in situations where it should grab the reins. The continuous and long service of the Administrator and the changing makeup of the Council contribute to a dynamic relationship, but one that sometimes takes things for granted that should not be. Two examples:
 - The joint editorial with Mark Huddleston regarding UNH relationships: Todd is not the equivalent to the UNH President; the Council is. It was not Todd's place to take that step, and if he had decided to take this step, he should have consulted with the Council.
 - The hiring of the Town Assessor should have been brought to the Council.
- b) Todd should review Council Communications more carefully and use judgment about what information to bring to the Council. Some have not been ready for primetime or have been extraneous (e.g., police survey: student research paper; water ordinance still in early draft stage: a two-minute status report would have been adequate)

(4) Resource allocation:

Over the past year, an extraordinary demand has been placed on the Town Administrator, on Town staff, and on volunteers. Hindsight being fifty-fifty, I hope that Todd will recognize that he probably should have recognized the limited prospects of “success” for either of the following two issues and thus limited his time commitment to them, in part since it came at a cost of attention to other matters:

- a) the UNH pool/relationship
- b) the Sora project

- (5) Personnel: At times it appears that Todd is too hands-off and may not communicate his priorities well. Are staff focused on his priorities? Are consultants well managed? (Are we getting value for our dollar?)

For example, the Master Plan process is dragging on too long; we may not have gotten value for the consultant in part because the Town Planner may not have been directed to become engaged and manage the process. One result is flagging volunteer morale.

Another example: Is the Engineering staff as well managed as it could be? (Details on the Oyster River Integrated Watershed Management Plan and the “understanding” with the EPA could have been made clearer earlier. Problems with water meter billing resulted in an enormous commitment of staff time; what was the cost to the Town of that resource allocation?)

6) Council goals: We have made little if any progress on the “data goal.”

Areas that suggest opportunities for greater use of strengths:

As other Councilors have noted in the past, the Council would benefit from Todd more frequently sharing his vision for the community’s future.

NARRATIVE #8:

There are fundamental flaws in in the Town Council’s evaluation method and process that have nothing to do with the “matrix”. The most significant flaw is that it’s a one-way, top down approach that does not provide an honest bottom-up assessment of the Town Council’s performance and management of their most critical asset – the Town Administrator.

There are parallels between the responsibilities of a Town Council and a non-profit board of trustees. Both have significant fiduciary responsibilities with members that are committed to their community or organization, and dedicate significant time fulfilling their responsibilities. Both serve communities with high expectations, sometimes unrealistic, that are very demanding. Highly effective non-profit boards have common characteristics that are applicable to town councils:

- Focus on macro-issues,
- Focus on strategic vision and direction,
- Avoid the temptation to micro-manage,
- Have Good materials available to prepare for meetings,
- Focus on the matters at hand without enabling philosophers and pontificators,
- Don’t wander off agenda, and
- Base fiduciary decisions on information, logic and reason.

Durham is fortunate that the Town Council has many of these characteristics, and the more it emulates these characteristics the more effective it will become fulfilling its responsibilities to the community, and the more effective Mr. Selig will be fulfilling his responsibilities to the Town Council. I remain concerned that the expectations of Durham’s Town Administrator are

not sustainable, given the town's resources, if Mr. Selig should leave, and we are fortunate that he remains committed to Durham.

Why is this important? It is important because Mr. Selig's evaluation must be made in the context of how he is managed and the limited resources that are available to him. He does not have a spare moment, and any of his time that is unnecessarily wasted is a lost opportunity.

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Evaluations that provide constructive criticism are the most valuable; however, it is important to repeat Mr. Selig's consistent strengths:

- Experience and expertise,
- Manages and retains an extremely competent and talented staff,
- Fosters a culture of transparency and openness,
- Responsive to community members – possibly to a fault,
- Respected as one of the state's best town administrators,
- Focuses time and effort maintaining and improving the Town's relationship with the University, with a strategic vision of what that relationship can mean to Durham's future,
- Maintains an excellent understanding of the community,
- Capable of managing complex and difficult issues, and
- Works well with complex and challenging people.....

Time permitting; Mr. Selig should focus more on the Town Budget as a conduit for change. The proposed budget contains enormous detail that can be overwhelming; however, the detail is consistent with the town's expectation of transparency. Going forward, Mr. Selig needs to focus more on the higher level "business" aspects of the town and budget.

For example, investing in parking kiosks should enable re-architecting Durham parking system. Increasing Parks and Recreation advertising should create greater revenue. Investing in the Churchill Rink should be based on a comprehensive business plan focused on the market, risks, revenue and expenses. Past budgets have not consistently had this type of focus, and it is an opportunity available to Durham, unlike many towns, because of the budget framework that is in place and the quality of the town staff.

Time permitting; Mr. Selig should examine how services and programs are being delivered, and move beyond accepted conventions to identify improvements while controlling or reducing costs. He needs to develop a high-level turbocharged Kaizen process that challenges accepted conventions, and results in regular change at a magnitude like moving to the Strafford County dispatch center four years ago.

It's all time permitting. A continued evolution of how the Town Council conducts business with a greater focus on the macro-level and strategic direction maybe required before we can expect more from the endless energy and commitment Todd is already providing to the town.

NARRATIVE #9:

Todd is a very strong town administrator and Durham is lucky to have him. This was a busy and relatively difficult year, that included among other things the dispute with UNH regarding the pool, the initiation of construction of the new town hall, and the negotiations associated with several large, potentially transformative developments in the town. Given all of the above, coupled with the normal issues of managing the town, Todd was a bit stretched at times. Overall, he handled this well.

Todd's strengths are well-known; his organizational skills, his strong writing skills, his patience and intelligence, his kindness, his devotion to open government, his ability to balance conflicting agendas and personalities, and his willingness to experiment and promote changes in the town.

I will herein comment instead on areas where I think Todd could focus in future years, to become even more proficient in managing the town.

First, there was an incident early this year where Todd gave the council incorrect information about a potential hire, and then went through with the hire without rectifying the information. Todd needs to be extremely careful to be sure, first, that the information is correct before he makes a hire, and second, that the council is given accurate information before making long-term investments for the town. Todd is usually quite careful about this, but perhaps with so much going on this year, he wasn't as thorough as usual.

Second, in reviewing the budget this year there were opportunities to focus not only on expense reduction, but also on thoughtful revenue opportunities. In the future Todd could ask his team to focus on revenue enhancement, as well as expense control, in their budget submissions.

Third, there were some items in the budget that might better have been discussed beforehand, or not included in the budget at all. The high annual pool expense, the town rink, and the library staffing expense might have more appropriately been discussed prior to or outside the time frame of the budget.

Fourth, Todd may be able to improve his ability to more effectively allocate his time and effort. For example, Todd is sometimes "over the top" in his efforts to provide openness. Two examples that involve his communication with the council; Todd bombards the council with emails, most of which are informative but a good percentage (e.g. congratulations to people for minor issues, personal health matters, thank you notes, irrelevant information) should be screened out. Clutter can often take people's minds off of more important issues. Second, at roundtable Todd often discusses matters that were already discussed in Friday updates; no need to do that.

Fifth, the town master plan seems to be dragging, and we are spending significantly on consultants. It may be time for Todd to take a more active stance here and drive the plan to

conclusion. Many people have invested their time and they are becoming discouraged partly because the process seems slow and potentially never-ending.