

**ANNUAL EVALUATION OF TODD SELIG MATRIX  
2014**

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

	# Answered scores	Ave. 2014 Versus '13	Ave. 2013	Ave. 2012	Ave. 2011	Ave. 2010
<b>Ability to maintain or improve strong relationships with:</b>						
• Town Council (responsiveness to concerns)	55544554 8	4.6 =				
• External entities such as UNH, town businesses, etc.	55444542 8	4.1 ↑				
• Town department heads and staff	45N54553 7	4.4 ↑				
• Town committees and boards	45554443 8	4.3 ↑				
• Serves citizens effectively and efficiently	55554555 8	4.9 ↑				
<b>Financial oversight:</b>						
• Financial performance of the Town	45555553 8	4.6 ↑				
• Fiscal responsibility	45555553 8	4.6 ↑				
• Budget (process, preparation, dissemination)	45455553 8	4.5 ↑				
• Budget (creation of budget within Council guidelines)	55555553 8	4.8 ↑				
• Accomplishment of meaningful modifications in the economic relationship with UNH	N54N5431 6	3.7 ↑				
<b>Leadership:</b>						
• Provides clear guidance to the Council on all issues	45545553 8	4.5 ↑				
• Provides strong management of town staff	34NN4542 6	3.7 ↓-.2				
• Maintains consistent and appropriate oversight of department heads	34524542 8	3.6 ↓-.3				
• Improved the performance of town staff. When necessary, has removed individuals who have failed to perform consistent with their job description and/or compensation	3N52NN22 5	2.8 ↓-.6				
• Competency in human resource area with new hires during his administration	N553N553 6	4.3 ↑+1.3				
• Provides leadership to town committees and boards	455N4N43 6	4.2 ↑				
<b>Initiative:</b>						
• Proposes appropriate initiatives/strategic direction to the Council	55544453 8	4.4 =				
• Is timely in follow up reports to Council initiatives	35555553 8	4.5 ↑				
• Accomplishment of Council's goals and objectives	45555552 8	4.5 ↑				
• Ability to be a visionary for future community planning	55555543 8	4.6 ↑				
<b>Other:</b>						
• Appropriately challenges the status quo	55534442 8	4.0 ↑				
• Willingness to challenge and support his convictions	55554544 8	4.6 ↑				
• Appropriate allocation of time and energies, including delegating non-essential tasks	45N44443 7	4.0 ↑				
<b>TOTAL</b>		<b>4.3</b>	<b>4.0</b>	<b>4.5</b>	<b>4.4</b>	<b>4.3</b>

Todd Selig evaluation comments 2014 by Jay Gooze

Spending a great deal of time at the Town Hall, I have had the opportunity to watch Mr. Selig in action. I really do not believe that we could have a better Administrator for this size community and for the interactions that are necessary with the University of New Hampshire. Many residents may not realize that Mr. Selig was able to keep the UNH-Durham pool functioning for the past 14 or so years when the University has wanted to remove it each year. When the inevitable occurred, Mr. Selig was instrumental in obtaining the best deal possible for this Town and I hope the residents will at some point realize this.

An Administrator does not set policy. That is the job of the Town Council. Mr. Selig has dealt with a number of Councils that have differed in their vision for Durham. It is to Mr. Selig's credit that he has taken the goals of each new Council and worked to achieve those goals. This has included dealing with new construction authorized by prior Councils so as to expand the tax base in Durham.

We are fortunate to have a dedicated member of our community who wants Durham to be a thriving, vibrant Town and who implements the Town Council's policies in a caring and thoughtful manner.

Todd is a wise, intelligent, friendly, hard-working, highly ethical and extremely patient town manager and the Town of Durham is very lucky to have him. Of course there are some areas of potential improvement.

He has shown good leadership this year in following through on some projects that had promise and were worthy of a try, but ultimately did not meet citizen approval. He has worked well with UNH through a series of difficult circumstances, both in representing the town's interests and retaining the goodwill of the UNH team. Further, he aligned his team around an operating budget for 2015 that met the town's needs and achieved the fiscal objective of the council.

The year has been a difficult one for Durham, with significant change and disruption, and much time spent on the new town hall, but throughout this period Todd has remained friendly, optimistic, and open to all public input.

In terms of improvement, Todd could have been timelier with reports on the town hall cost overruns. Further, although he prefers to delegate the process, he may need to be more pro-active in driving the Durham Master Plan to conclusion.

One area of concern, longer term, is the overall strength of the town staff. We are in danger of losing some of the stronger leaders of the team in the near-term: Tom Johnson has spoken of retirement; Cory Landry has considered a position in another community, David Cedarholm has left and been replaced by someone with less experience, and Mike Lynch and Dave Kurz are no longer spring chickens. Todd needs to be sure that the overall DNA of the town does not decline as the inevitable turnover occurs.

It was great to see that Todd addressed many of last year's concerns, relating to the quality of information the council receives, efforts to raise non-tax revenue, a thorough budget discussion and a better allocation of his own time.

Comments from Dave Howland for 2014 evaluation of Town Administrator Todd Selig  
January, 2015

Much of what I've said in my previous two evaluations of Todd still holds today: He works tirelessly at a very difficult job. He has helped lead Durham up and into a period of remarkable redevelopment and growth, working in public and behind the scenes to help the town evolve in a way that keeps it vital but does not abandon its roots. This has been tricky to say the least and we all know Todd will never be able to please everyone. But to his great credit, he has kept residents and elected officials in the loop – setting a high bar for good government communication and transparency (absent a vital and critical local press) with the Friday Updates. His description of the draft MOU with the university and his willingness to provide ample time for public comment are a good recent example of that.

Some big financial and policy challenges loom for Todd and future Councils. These include the omnibus negotiations with UNH (and the fate of fire services and water treatment) as well as further discussions with the NHDES and EPA over how to address the effects of pollution in the Great Bay. I have been vocal with my concerns that Durham has at times too quickly and uncritically submitted to demands from UNH, state and federal regulators, and too quickly signed up consultants for long-term work on the credit card (our CIP). But rather than rehash that, I would simply speak courage again to Todd and the Council to stand firmer against unreasonable or unsupported demands and make sure that Durham's interests are well represented. He did so wonderfully when the President's campaign (a partisan affair and not a Presidential visit) came to Durham and expected us to foot the bill. In myriad negotiations ahead that will shape the physical and financial future of Durham, I would urge Todd to be tough and to let the light shine in so residents can understand the how and why of these processes and their results. I know Todd cares deeply about all of this and I know he can do a good job, with the support of the Council, at sorting it out.

Since I am new this year, this is hard for me to complete. In my opinion, Todd does an excellent overall job as the Town Administrator and I think Durham is a difficult place to do his job, given the strong and competing priorities of the people in this town. Like most small towns, we have a core group of very vocal and involved citizens who may or may not speak for the town as a whole, but certainly, because of their willingness and ability to be involved, carry a great deal of weight in town matters. There is the ongoing friction with UNH that seems, in some instances, to be rooted more in baggage from previous interactions than current situations, but must in any event be dealt with and I think Todd does a good job in navigation those situations. All in all, I think Todd does a very good job managing the Town and being responsive to the issues and concerns that arise.

Todd Selig

Because I do not have a specific agenda regarding town matters (excepting those which are brought forward in my committees) I have found my dealings with Administrator Selig to be consistent. Put another way, I continue to be more than pleased with the performance of our administrator. Mr Selig is professional, courteous, firm, mentally agile, communicative, hard working, fiscally prudent (where are my chairs Todd??), transparent, good humored, adaptive and persuadable.

On more than one occasion I have appreciated Todd's ability to keep matters in perspective by incorporating collective memory into his logic. He is able to redress issues brought in by the public for scrutiny which I find most helpful. He is a skilled and effective communicator and that is paramount in the openness and administration of government.

Mr Selig has shown a fiscal discipline that more than exceeds my own and I grudgingly admire that quality. My only concern about the fiscal conservatism is that we have enough employees to do the jobs that we ask them to do. Based on the recent negotiations with various employee groups it appears that we are doing well in that area.

Todd has demonstrated an important ability to consider the big picture when making decisions within his purview. This flexibility was demonstrated recently with a minor land use issue that was resolved with some give and take. Although the stake holders did not get everything they asked for, this sense of cooperation only makes our government more effective.

Is Administrator Selig a perfect person? No. Is he able to do his job to the best of his ability? I believe he is.

## Overall

As I prepared to submit my own evaluation of Todd's 2014 performance, I reviewed emails sent by Todd. I also reviewed comments made by other Councilors in their evaluations of Todd's 2013 performance. Both reflect the fact that Todd's is not an easy job, but it is one to which he brings significant strengths.

The most instructive of other Councilors' comments for the 2013 evaluation addressed big-picture issues. They are still valid and were expressed eloquently. The Council and Todd both would benefit from acting upon those recommendations, not least, that freeing up Todd's time to focus thoughtfully on the issues that inherently provide leverage would best benefit the community. We continue to employ Todd for his greatest strengths. It is up to us both to make sure he fully uses them.

## Council Goals

The Council bears some responsibility for how well the Administrator can accomplish its Goals. Early Councils' Goals tended to be focused and limited in scope, perhaps reflecting a "simpler time." The breadth and open-endedness of more recent Councils' Goals provides flexibility to the Administrator, perhaps more appropriate to today. However, they also present the challenge of a moving target. One result can be our (Todd's and the Council's) mistaking effort for accomplishment, sometimes reflected in Todd's status reports. It may be appropriate for future Councils to consider greater specificity and focus for at least one goal.

Todd's Council Goals status reports tend to reflect his optimism. As a result, they can put a more positive spin on efforts than is deserved. (One example is progress on the Master Plan.)

## Management

My consistently lowest scores in the matrix are those associated with Todd's staff management. To the extent that I see evidence, I continue to be concerned that he is not using this resource to the best advantage.

To state the obvious, Durham is a small town of less than 6,000 non-student residents, yet it faces many of the challenges of larger cities. However, our scale of resources constrains the Town's ability to respond as completely as even a larger town might. Response largely depends on Todd, whether by direction or personally. Some of the huge load of his individual response is unavoidable, but some could be better handled by Todd's department heads. His personal responsiveness results in a diffusion and sometimes dilution, of his attention—a resource the Town cannot afford to squander, and that, not just from a financial perspective. It can also result in staff going their own way, sometimes with a result that can jeopardize the community's support, volunteer's engagement and morale, and, in extreme, our legal standing, our natural resources, and the Town's ability to do business as usual when Todd is no longer at the helm.

If Todd is to do his job, his department heads must become stronger, e.g., able to see beyond an immediate project to understand a larger view, articulate those bigger issues, and make decisions that align with Todd's and the Council's goals.

Our future is increasingly global. Larger issues impinge upon the community than in the past. We are no longer a sleepy little town. Hiring decisions, firm direction, and oversight have become more critical over time. I am not alone in my concern about eventual department head replacements, as well as Todd's own eventual departure. Todd needs to be careful lest he only consider the "easy way out," but rather with a clear-headed vision for the Town's future.

Todd's optimism and loyalty, while commendable, leads him to believe more in his staff than may sometimes be valid. He is committed to consensus building, also commendable. However, Durham more than ever needs expertise and progressive thinking to move us forward, which may require additional leadership styles. New perspectives and new skills are needed; Todd should choose and guide his staff with this in mind.

Performance Evaluation – Todd Selig

2014

As the completed matrix reflects, Mr. Selig maintained an extraordinary record of managing town affairs and leading when required to assist the Town Council. Especially noteworthy was his willingness to continuously assess the performance of the new downtown traffic pattern instituted in the summer of 2014. That he reversed the decision when the evidence mounted it was not working, demonstrates his ability to respond appropriately to town concerns, even to the extent of halting an initiative he lead when it proved less than successful.

My rating of Very Good on the budget process and relations should not reflect in any way on Mr. Selig's performance. Many exogenous factors affect the timing or the budget process. And UNH under its immunity from town ordinances, must be dealt with very diplomatically though it times forceful, a process Mr. Selig manages as well as can be expected.

Given the challenges we faced in 2014, I believe Mr. Selig performed exceptionally well.

  
Wayne M. Burton

Town Council



## **2014 Evaluation of Todd Selig, Durham Town Administrator**

Every day I am grateful to have Todd Selig as our Town Administrator. This no doubt sounds melodramatic, but it is true. I have worked closely with Todd for nine years, and I marvel at the myriad skills Todd uses day-to-day in his various roles. These roles include leader, guide, problem-solver, visionary, communicator, negotiator, listener, and advisor. With Todd's excellence in these roles and with his keen intelligence, it is no wonder that Durham Town Government is the envy of those who know it.

My only criticism of Todd's work performance centers on the work of the Planning Department---and specifically the work of the Town Planners and Planning Boards of the last nine years. During the nine years of my Council tenure, Durham has not had a Town Planner equipped with the skills and abilities 1.) commensurate with those of Todd, our Administrator, and 2.) commensurate with the job that has needed to be done in our fast-developing Town. If the Town had had a Town Planner with Todd's skills, I firmly believe that the new buildings erected during the past several years would look and function better than they do.

From time to time, Todd has taken an active role in a development project. For example, Todd's input on the Golden Goose application (the creation of the "boulevard" from the bridge over Pettee Brook to Madbury Rd.) helped the Town reach a creative solution to a difficult situation. Secondly, the work he did with the design team on the Pauly's Pocket building addition also moved the project from a poor design to a much better one. Thirdly, if the negotiating work on the Peak landscaping issue succeeds, this success will be because Todd involved himself in this challenging but highly important situation. And finally, Todd leant his skills in the redevelopment of the bank building that has become our new Town Hall--and the new Town Hall is a gem. I have felt that if Todd could function as both Town Administrator and Town Planner rather than serving only as Town Administrator, Durham would look and function better than it does today.

Todd deserves to work with a planner who brings the skills needed to do a first class job, someone who is his equal, but only Todd can make that happen.

I have generally been underwhelmed with the work of the Planning Board and have suggested several times that Planning Board members receive more training. Though Todd does not work directly with the Planning Board, he could supervise the Town Planner to see that needed workshops, etc. be scheduled. This would ultimately benefit the Town. It is truly a sorry state of affairs to know that the Mast Rd. gateway into Town was destroyed because neither the Planning Board members nor the planner saw the 15-foot concrete wall on the project plans. They either could not read the plans or did not read the plans, though three of the members have been on the Planning Board for 10 years, others for several years, and we have an experienced Planner. With such a weak Planning Board, the town is crippled, and it is Todd who has the power to address this situation and bring change. I believe he needs to exert leadership in this area.