

**ANNUAL EVALUATION OF TODD SELIG
2017**

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

	1	2	3	4	5	N/A
Ability to maintain or improve strong relationships with:						
• Town Council (responsiveness to concerns)						5
• External entities such as UNH, town businesses, etc.						4.9
• Town department heads and staff						4.4
• Town committees and boards						4.3
• Serves citizens effectively and efficiently						4.9
Financial oversight:						
• Financial performance of the Town						4.9
• Fiscal responsibility						4.9
• Budget (process, preparation, dissemination)						4.9
• Budget (creation of budget within Council guidelines)						4.9
• Accomplishment of meaningful modifications in the economic relationship with UNH						4.6
Leadership:						
• Provides clear guidance to the Council on all issues						4.9
• Provides effective management of town staff and departments						4.6
• Improves the performance of town staff, when needed. When necessary, has removed individuals who have failed to perform consistent with their job description and/or compensation						4.9
• Competency in human resource area with new hires during his administration						5
• Provides leadership and support to town committees and boards as necessary.						4.6
Initiative:						

• Proposes appropriate initiatives/strategic direction to the Council						4.7
• Is timely in follow up reports to Council initiatives						4.7
• Accomplishment of Council's goals and objectives						4.9
• Ability to be a visionary for future community planning						5
Other:						
• Appropriately challenges the status quo						4.3
• Willingness to challenge and support his convictions						4.9
• Appropriate allocation of time and energies, including delegating non-essential tasks						4.7

Provide additional written evaluation below or separately if you wish. Evaluation forms are due to Kitty Marple not later than **FRIDAY, FEBRUARY 2, 2018**.

ANNUAL EVALUATION OF TODD SELIG
AVERAGE EVALUATION SCORES FROM 2010 - 2017

	2010	2011	2012	2013	2014	2015	2016	2017
Average score	4.3	4.4	4.5	4.0	4.3	4.4	4.53	4.76

A. Bennett

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2017**

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Ability to maintain or improve strong relationships with:						
• Town Council (responsiveness to concerns)					✓	
• External entities such as UNH, town businesses, etc.					✓	
• Town department heads and staff					✓	
• Town committees and boards					✓	
• Serves citizens effectively and efficiently					✓	
Financial oversight:						
• Financial performance of the Town					✓	
• Fiscal responsibility					✓	
• Budget (process, preparation, dissemination)					✓	
• Budget (creation of budget within Council guidelines)					✓	
• Accomplishment of meaningful modifications in the economic relationship with UNH				✓		
Leadership:						
• Provides clear guidance to the Council on all issues					✓	
• Provides effective management of town staff and departments					✓	
• Improves the performance of town staff, when needed. When necessary, has removed individuals who have failed to perform consistent with their job description and/or compensation					✓	
• Competency in human resource area with new hires during his administration						✓
• Provides leadership and support to town committees and boards as necessary.					✓	
Initiative:						
• Proposes appropriate initiatives/strategic direction to the Council					✓	
• Is timely in follow up reports to Council initiatives					✓	
• Accomplishment of Council's goals and objectives					✓	
• Ability to be a visionary for future community planning					✓	
Other:						
• Appropriately challenges the status quo				✓		
• Willingness to challenge and support his convictions					✓	
• Appropriate allocation of time and energies, including delegating non-essential tasks						✓

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This past year has been quite challenging for Todd, and he has shown his strong leadership qualities throughout. Aside from the usual "day to day stuff", three specific situations stand out.

1. [REDACTED] the Riverwoods issue at the Panning Board
2. [REDACTED]
3. Working through the tedious budgetary process with the TC.

Todd handled all three with his usual calmness and consideration toward all parties involved. Personally, I've agreed with the decisions he has made and the manner in which he has presented the issues and his reasons for the decisions he has made.

Alan Bennett

Wayne

ANNUAL EVALUATION OF TODD SELIG 2017

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Ability to maintain or improve strong relationships with:						
• Town Council (responsiveness to concerns)					X	
• External entities such as UNH, town businesses, etc.					X	
• Town department heads and staff					X	
• Town committees and boards				X		
• Serves citizens effectively and efficiently					X	
Financial oversight:						
• Financial performance of the Town					X	
• Fiscal responsibility					X	
• Budget (process, preparation, dissemination)					X	
• Budget (creation of budget within Council guidelines)					X	
• Accomplishment of meaningful modifications in the economic relationship with UNH					X	
Leadership:						
• Provides clear guidance to the Council on all issues					X	
• Provides effective management of town staff and departments					X	
• Improves the performance of town staff, when needed. When necessary, has removed individuals who have failed to perform consistent with their job description and/or compensation					X	
• Competency in human resource area with new hires during his administration					X	
• Provides leadership and support to town committees and boards as necessary.					X	
Initiative:						

• Proposes appropriate initiatives/strategic direction to the Council					X	
• Is timely in follow up reports to Council initiatives					X	
• Accomplishment of Council's goals and objectives					X	
• Ability to be a visionary for future community planning					X	
Other:						
• Appropriately challenges the status quo				X		
• Willingness to challenge and support his convictions					X	
• Appropriate allocation of time and energies, including delegating non-essential tasks					X	

Provide additional written evaluation below or separately if you wish. Evaluation forms are due to Kitty Marple not later than **FRIDAY, FEBRUARY 2, 2018.**

From: **Wayne Burton** wburton@northshore.edu
Subject: Re: Todd's Evaluation - Blank Matrix for Completion
Date: February 3, 2018 at 1:07 PM
To: Katherine Marple kittyfmarple@gmail.com

Kitty -

I believe Todd performed exceptionally well the past year (please see attached matrix). Three particularly challenging instances come to mind for which he deserves great praise.

- He handled at least one and a few more personnel issues directly but humanely, not allowing them to fester and hurt performance. He was not afraid of taking them on. Due to confidentiality I can't be more specific but you particularly know of what I speak.
- Fighting with Eversource over the Seacoast Reliability Project was an extremely difficult undertaking Todd successfully navigated, no doubt a great drain on his time he hadn't expected but did very well.
- Bringing the budget into balance as directed by the TC was accomplished without the acrimony often experienced in other towns when such occur. His strength and intelligence in accomplishing the fourth year of no tax rate increase deserves special praise.

In short, Todd delivered exceptional performance across a wide array of issues and projects tied directly to the outcomes sought as goals established by the Town Council.

Wayne M. Burton

On Tue, Jan 23, 2018 at 9:24 AM, Jen Berry <jberry@ci.durham.nh.us> wrote:

Dear Councilors,

Please find attached a blank Matrix relative to Todd's annual evaluation. Please complete the matrix and email to Kitty not later than Friday, February 2nd, so that she can compile everyone's ratings/comments, have time to meet with Todd regarding the results, and bring the final version of the performance evaluation to the Council's February 19th meeting for discussion.

Thank you.

Jennie-

Jennie Berry

Admin. Assistant

Town of Durham

8 Newmarket Road

Durham, NH 03824

(603) 868-5571

Since it's likely that the range of numbers in the matrix will be very small, I thought a narrative for evaluating Todd's relationships, financial oversight, and leadership would be more useful.

Todd goes out of his way to provide information to all members of the Town Council. Since not everyone is involved in all negotiations, it helps keep us all in the loop and minimizes surprises. He transformed *Friday Updates* from a way to inform councilors to a primary news source for the community. It was clear throughout the budget process that he had a strong working relationship with the department heads. Overall, he is approachable and helpful.

During this year's budget process, Todd walked a fine tightrope, attempting to balance the Town Council's budget goal of a flat tax rate with department needs. By presenting multiple budget options, it forced the Council to prioritize requests, and the end result was excellent. Since this is the 4th year of a flat town tax impact, it's clear that fiscal caution has been a long term theme.

The Mill Plaza project has been one of the most contentious topics in recent memory. It is a tribute to Todd and Mary Ellen that they worked with the developer to attempt to reach the best possible outcome. He spent countless hours protecting Durham's interest in the proposed Eversource project, and helped negotiate the River Woods Pilot agreement. Each one of those items would be a handful in any given year, but working on all three in the same year shows his ability to juggle many demands.

As I've thought back about the last year, it's clear that Todd has been a steadying influence, and has always tried to place the Council and Town in the best possible position. Looking towards next year, I think it is important for Durham residents to understand that Todd's time is limited and should be spent working on Council goals. Since he has an open door policy, I worry that he gets "stretched thin." It's never a good sign when you see him eating dinner on the run before a meeting. It is important to keep in mind that managing his workload is key to his future longevity.

AI H

Todd's Evaluation Comments by Firoze Katrak, January 2018

Most of the comments below are from my January 2016 & January 2017 feedbacks. New comments (January 2018) are shown below in red color.

Todd is intelligent, professional, and courteous, works very hard and is a very competent town administrator, with potential to improve and become even better through stronger leadership. I discuss a few observations.

On an overall basis, Durham is lucky to have Todd as our Administrator. Given Durham's idiosyncrasies, Todd is invaluable in helping Durham avoid being in a worse shape than it would be if left to its raw natural instincts. Therefore, my comments below are meant to help Todd improve, and are not indicative of his overall performance which is an asset to our town.

Vision: Todd has his own well defined vision for our town (which one can glimpse only through probing). The position of TA as defined by our Charter is a challenging position because the TA is supposed to down play his own vision and try to act upon the collective vision of the Council (as defined through TC goals, etc.). This creates an inherent, unintended conflict, as no human being will be able to ignore their own vision and act solely on the vision of the Council. Todd has chosen to not publicly discuss his vision, and he focuses only on our collective goals. While it is an understandable way for him to deal with the situation, it does occasionally make him be somewhat passive-aggressive in behavior (e.g. when he chooses to pursue some tasks with great vigor and his time because they conform with his own private vision; or be passively less diligent in pursuing some other tasks that do not conform with his own vision). Given that he is not doing anything wrong per se, but that this behavior arises from the inherent nature of the situation, we need to help him figure out if there are better ways to manage this situation. For example, should we encourage Todd to publicly share his vision for the town even if that may not match the Council's views or some residents' views?

- To the best of my knowledge, neither the TC nor Todd have addressed this vision issue during 2016
- To the best of my knowledge, neither the TC nor Todd have addressed this vision issue during 2017. It is unfortunate that this issue is not discussed, as it adversely affects the welfare of town residents. For example, most Committees (excluding ZBA, and to some extent the PB) seem to have become advocacy entities (zealots?), with no sense of balance in their actions, and all these committees behave along the aphorism "to a hammer, all things look like a nail". Whether Todd encourages this behavior by the committees is unclear, but what is clear to me is that he does not actively discourage this lack of balance. Also, Todd does not demand any accountability from these committees in what they do or how their unbalanced actions adversely affect the town. While this is not purely Todd's fault, and the TC is as much if not more to blame for this, the fact is that without Todd's leadership or nudging, the TC is unlikely to address these issues.

Developing his leadership team (i.e. department heads): We do have many good staff in our town. However, Todd has not developed the strongest set of leaders who report to him. Some of the department heads are strong and well balanced; some others have excellent professional/technical skills but lack a broader set of skills to be expected from them; and, a few lack technical skills required for

their responsibility. We need Todd to improve and have a stronger set of leaders reporting to him. This is particularly an issue when he chooses to pay them generously (relative to other towns) and then he does not demand from them a higher level of accountability and growth of their skills over time. I hope this is not because Todd is insecure, and I hope he is open to correcting this situation in time. One additional drawback from this situation is that Todd's team "delegates upwards" and makes him do more things than he should.

- To the best of my knowledge, neither the TC nor Todd have addressed this leadership team issue during 2016. I do not know if there has been any private discussion with the Chair
- One additional unintended consequence from this is that Todd has very little time for strategic thinking, and then challenging the TC and/or the PB through discussions to think of longer term objectives/plans for our town. If Todd were to strengthen his leadership team, delegate more to them, then he could help the town at a more strategic level.
- To the best of my knowledge, neither the TC nor Todd have addressed this leadership team issue during 2017. I do not know if there has been any private discussion with the Chair. More than three senior positions are likely to turn over in the near future, and unless an open discussion is scheduled with the TC, nothing will change and the newer people in leadership team are likely to continue this unfortunate trend.

Personality: Todd is a very good person, with what seems to be a strong moral character; he is friendly, very likeable and, he has a great sense of humor (which he should be less shy to display more often). I assume, but I do not have any way know, that our town staff like Todd and consider him fair.

Diplomacy: This is one of his strongest skills.

Negotiating: I have seen Todd in action in some negotiation settings. From what I have seen so far, he does not seem to develop a strong internal conviction in what he is about to begin to negotiate; and, therefore he seems to ask for too little and seems to fold too easily. The fact that he is a nice person who always wants to collaborate, also makes it harder for him. I do think, with guidance, he can develop to be a stronger negotiator.

- During 2016, I sensed Todd making progress on this front. I have seen him occasionally take firmer stands as well as not folding too quickly. He should continue to make progress.
- During 2017, in a set of negotiations involving potential for large tax revenues, I sensed his collaboration urges seemed to once again overpower his ability to make stronger demands during negotiations.

Cost discipline: At one level, Todd seems quite diligent in controlling costs (e.g. Kaizen). However, there are signs that seem to indicate that his internal instincts are to manage costs so that they rise slowly, rather than instincts that should relentlessly grind down long term costs. It is easy for Todd to say he does what the residents of the town ask for; it would be much better if he, as a professional, were to try to meet the residents' needs at lower costs. If he can self-adjust his attitude for cost discipline, he will be more valuable to our town's residents.

- I have not seen any changes or any discussions on this cost philosophy issues during 2016. In part, it may reflect the "laid back" attitude of some portion of our residents.

- I see continuation of lack of cost sensitivity during 2017. I have now concluded that Todd seems to be more focused to develop a “smooth trend line” of our expenses, rather than allow some costs to actually decrease in a few years when such possibility may exist. The fact that the TC is not focused on long term ever increasing expenses trend, only compounds the risk of higher future taxes for our town residents.

Working with Councilors: In general Todd is very cooperative, open and friendly in working with Councilors. One thing he should do but does not, is tell us in real time what is not working, or what his problems are – so that then we can help him better in real time. Another area that needs some rethinking is Friday Updates: If as he says it is primarily meant to inform the Councilors, it does that poorly – it has become more like a community newspaper (within his full editorial control), and less of a management communication. {Also see vision comments above}.

- Todd now provides separate emails to TC for management communication purposes. This is very good progress, and I thank him for that. The other parts of the above comment (asking for help; and editorial control of FU) have not been discussed or addressed during 2016.
- No significant progress made during 2017 in these issues.

Please share this feedback with Todd. I will be glad to explain my views directly in a discussion with Todd. Also, please share my comments with all Councilors. Thank you.

Jim

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Ability to maintain or improve strong relationships with:						
• Town Council (responsiveness to concerns)					X	
• External entities such as UNH, town businesses, etc.					X	
• Town department heads and staff					X	
• Town committees and boards					X	
• Serves citizens effectively and efficiently					X	
Financial oversight:						
• Financial performance of the Town					X	
• Fiscal responsibility					X	
• Budget (process, preparation, dissemination)					X	
• Budget (creation of budget within Council guidelines)					X	
• Accomplishment of meaningful modifications in the economic relationship with UNH					X	
Leadership:						
• Provides clear guidance to the Council on all issues					X	
• Provides effective management of town staff and departments					X	
• Improves the performance of town staff, when needed. When necessary, has removed individuals who have failed to perform consistent with their job description and/or compensation					X	
• Competency in human resource area with new hires during his administration						X
• Provides leadership and support to town committees and boards as necessary.					X	
Initiative:						

• Proposes appropriate initiatives/strategic direction to the Council					X	
• Is timely in follow up reports to Council initiatives					X	
• Accomplishment of Council's goals and objectives					X	
• Ability to be a visionary for future community planning					X	
Other:						
• Appropriately challenges the status quo				X		
• Willingness to challenge and support his convictions					X	
• Appropriate allocation of time and energies, including delegating non-essential tasks					X	

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Todd calls 2017 a "pretty productive year" - that may be the understatement of the year. The number of projects, initiatives and issues that Todd has navigated the town through during the past year would stifle most administrators. And yet, 2017 has been really no different than past years. Rehashing the long list is unnecessary other than to acknowledge how well they were handled.

I would like to acknowledge one aspect of Todd's work that is not on the matrix and is rarely, if ever, acknowledged. Durham receives an inordinate amount of media attention because it is both the host town of UNH and undertakes initiatives that generate regional and statewide interest. Todd consistently does an excellent job interfacing with the media and representing Durham.

KUTZ

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• Serves citizens effectively and efficiently					X	
Financial oversight:						
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Administrator Selig continues to be grace under significant pressure with a jam packed schedule.

One of the areas of focus last year was the negotiations of the UNH/Town agreements. This process has been difficult at times but the town negotiating team, led by Mr Selig, was able to hammer out reasonably equitable cost/personnel sharing responsibilities (in my opinion) to maintain the important town/gown relationship. The Omibus agreement, still must be finalized and we hope to have all new agreements in place before the deadline. Todd's efforts to get things such as this done in a timely fashion is a strong management capability.

Todd maintains a neutral demeanor in most situations. He is blessed with an ability to not rise to the bait when someone is being less than civil in their discourse with him or the council. I consider this to be his greatest strength. It is important to keep things in perspective.

Looking over the goals from last year with Todd's accompanying notes, it is clear that he has kept our priorities in mind when directing his staff in day to day operations. There is disagreement from some residents on whether services to the community should be curtailed to give tax payers a financial break. Todd has explained many times that the town is paying for services that a majority of residents appreciate. I concur with his sentiment.

I did score Todd lower in two areas. [REDACTED]

[REDACTED] Also, I think there are times when committees struggle with knowing the rules of protocol during meetings and that may rest at Todd's feet.

No person is perfect. Every year I sing Todd's praises during evaluation season and I am sure that Todd does have weaknesses that could be improved upon. I just do not know what they are and as long as he is able to continue doing what I expect, I ask no more of him.

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• Town department heads and staff			✓			
• Town committees and boards			✓			
• Serves citizens effectively and efficiently				✓		
Financial oversight:						
• Financial performance of the Town					✓	
• Fiscal responsibility					✓	
• Budget (process, preparation, dissemination)					✓	
• Budget (creation of budget within Council guidelines)					✓	
• Accomplishment of meaningful modifications in the economic relationship with UNH				✓		
Leadership:						
• Provides clear guidance to the Council on all issues					✓	
• Provides effective management of town staff and departments			✓			
• Improves the performance of town staff, when needed. When necessary, has removed individuals who have failed to perform consistent with their job description and/or compensation					✓	
• Competency in human resource area with new hires during his administration					✓	
• Provides leadership and support to town committees and boards as necessary.			✓			
Initiative:						
• Proposes appropriate initiatives/strategic direction to the Council				✓		
• Is timely in follow up reports to Council initiatives					✓	
• Accomplishment of Council's goals and objectives					✓	
• Ability to be a visionary for future community planning						
Other:						
• Appropriately challenges the status quo			✓			
• Willingness to challenge and support his convictions					✓	
• Appropriate allocation of time and energies, including delegating non-essential tasks				✓		

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Looking solely at the numerical grades I assigned to the qualities being assessed provides a very incomplete and skewed measure of my evaluation of Todd. If I were to give an overall rating, without hesitation I would choose 5+ as that metric. My thought in doing the rating on the reverse side was to make this evaluation meaningful and open the door to improvements in an already stellar performance.

It needs to be noted that Todd is not an independently-elected official - given a mandate and power which is periodically evaluated by an electorate at-large. His position instead is one of being in some fashion an employee of the Town Council that is then currently in place, and as the Town Council shifts, so must Todd, despite what might be his personal thoughts and opinions. To some extent, this can place limits on Todd's ability to be creative.

I was very pleased with Todd's response to this year's Town Council budget goal and his patiently but firmly making the case that sticking to that goal (although doable), would be very detrimental to the town. It is that type of leadership I would like to see more of - so very important in a town such as Durham where people can be very vocal and perhaps a minority can have a great deal of influence.

An example of this might be the Mill Plaza redevelopment conundrum. Todd took the initiative to try to find a way out of the deadlock that existed between abutters and the plaza owners; a very positive action in my opinion. A good deal of time, energy, and public backlash; however, led to naught as Todd did not argue for the derived plan before the ZBA. Maybe I am wrong, but I would like Todd to take this type of leadership role - recognizing the authority of the ZBA to be the ultimate arbiter.

Todd has done a great job in building and maintaining a close, productive relationship with UNH. He is also greatly respected in the community and always shows great patience and understanding. He performed admirably in working through negotiations with Riverwoods, as well as in representing Durham's interests in the battle with Eversource. For the most part, his relationship with town departments and staff is excellent, but perhaps a more involved oversight can be done on a rotating basis so that input is gotten from workers in a department that might reveal the potential for a storm [REDACTED] All in all, Todd does an excellent job in trying circumstances and we, the Town of Durham, are lucky and fortunate to have him.

Kenny Rotner, Councilor

Sally

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• Town department heads and staff					X	
• Town committees and boards					X	
• Serves citizens effectively and efficiently *** Todd is a very responsive and open leader to the community. I would offer a suggestion that on occasion some more vocal residents get more attention than perhaps they should. In a town where transparency reigns it is important to recognize where transparency ends and attempts to control begin.					X	
Financial oversight:						
• Financial performance of the Town					X	
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• Competency in human resource area with new hires during his administration					X	

<ul style="list-style-type: none"> Provides leadership and support to town committees and boards as necessary. 					X	
Initiative:						
<ul style="list-style-type: none"> Proposes appropriate initiatives/strategic direction to the Council 					X	
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<ul style="list-style-type: none"> Accomplishment of Council's goals and objectives 					X	
<ul style="list-style-type: none"> Ability to be a visionary for future community planning 					X	
Other:						
<ul style="list-style-type: none"> Appropriately challenges the status quo *** This is a tough one for me as I believe there is a definite status quo in town that has overridden , on occasion, the best interest of the town as a whole. The needs of a very vocal group tend to dominate . I have seen Todd step out in challenging this lately and would ask that he continue to do so with all the resources he has available to him. Meeting the needs of concerned residents while balancing the needs of the community as a whole are not easy and Todd has the ability to walk that tight rope. 					X	
<ul style="list-style-type: none"> Willingness to challenge and support his convictions 					X	
<ul style="list-style-type: none"> Appropriate allocation of time and energies, including delegating non-essential tasks 					X	

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Carlin

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• Improves the performance of town staff, when needed. When necessary, has removed individuals who have failed to perform consistent with their job description and/or compensation				X		
• Competency in human resource area with new hires during his administration						X
• Provides leadership and support to town committees and boards as necessary.				X		
Initiative:						

• Proposes appropriate initiatives/strategic direction to the Council				X		
• Is timely in follow up reports to Council initiatives			X			
• Accomplishment of Council's goals and objectives				X		
• Ability to be a visionary for future community planning					X	
Other:						
• Appropriately challenges the status quo					X	
• Willingness to challenge and support his convictions				X		
• Appropriate allocation of time and energies, including delegating non-essential tasks				X		

Provide additional written evaluation below or separately if you wish. Evaluation forms are due to Kitty Marple not later than **FRIDAY, FEBRUARY 2, 2018.**

I will follow Councilor Katrek's lead and build my 2017 review off of my last (2015) review, since there is much that I could repeat, and it is not necessary to keep extolling the same virtues and issues year after year; I will note my new comments in red.

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. Todd presented a respectable budget that met the town goal for at least the third year in a row. However, while Todd generally does a very good job in containing budget requests, he could be even stricter with the budget and drive for further efficiencies and a slower growth in expenditures.

Todd moved nicely but firmly to reject the initial and insufficient Riverwoods PILOT offer, and assembled a team of town councilors and staff to support this effort, much to the long-term benefit of the town. This effort was aided substantially by the retention of an expert lawyer who provided invaluable assistance to the team.

The retention of this lawyer, as opposed to the town's normal practice of using a legal generalist, demonstrates the value that can be provided by moving to specialists when handling particularly difficult legal matters. This was further demonstrated by the disappointing final settlement of the Cutter dispute, which was more costly than we were originally advised by our legal generalist. Todd has been somewhat reluctant to move toward specialists (due to some extent by budget constraints), but hopefully will be less reluctant to move in this direction in the future.

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. Todd was effective in dealing with some difficult cultural issues this year, such as the "Cruel Adversity" mural and the move to Indigenous Day. With his thoughtful, wise and balanced leadership, I believe that the town negotiated these potentially rocky shoals effectively, if not without considerable controversy.

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.

The police department appears to have a strong current and future leadership team. Within the town staff, Todd will have a key decision to make when Mike leaves, one that will have a big impact on town residents, and he will have to handle this with all due wisdom.

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. Todd gets kudos for supporting what appears to be a cost-efficient addition to the police station, for supporting the new UNH pool at very low cost to the town, for effectively increasing student and resident safety by moving booksellers to safer locations, for drawing on the expertise of council members like Councilors Katrek and Lawson to help in town negotiations, and for promoting openness and community through the time-

consuming but excellent work on Friday Updates.

Todd gets a special call-out this year for his work in support of the town's environment and long-term sustainability. Ellen Snyder has done some excellent work on a variety of town properties; we supported the addition of the Powder Major and Thompson Farm properties, and have begun work to protect the shoreline of Wagon Hill Farm. The only disappointment was with Emory Farm, where sadly there will be no public access, despite initial plans to the contrary.

In terms of development, the town will benefit long-term from the addition of the Riverwoods facility. However, Mill Plaza is still under discussion, and 66 Main Street continues to be a major disappointment, marring Main Street with a trash-filled cheaply-fenced eyesore for many years now. Although Todd is not directly responsible for these situations, it would be wonderful if he could reproduce the magic he demonstrated with the development of Madbury Commons, which has and likely will continue to have a very positive impact on the town for years to come.

The relationship with UNH continues to be solid, reflecting Todd's significant efforts to maintain a fair and collegial partnership on many issues. The difficulty of mixing student and town lifestyles is problematic but has benefited from many efforts by both the university and the town, and should be further helped by the addition of new police and code enforcement personnel this year. Todd will need to ensure that these additional hires make a difference to the family neighborhoods.

All in all, 2017 was another very good year for Todd.