

ANNUAL EVALUATION OF TODD SELIG
Andrew Corrow Submission - 2021

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)					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 WEDNESDAY, JANUARY 24, 2022.**

Overall I believe Mr. Selig has been a phenomenal Town Administrator for this past year and for the 11 years I have lived in this community. Many of the decisions that the Town Administrator is required to make are not easy ones. Many are unpopular and are routinely questioned by residents. That is understandable. It comes with the territory. There will be many tough decisions in the future. While many of them are not solely his, they may belong to the Council, he typically has to face the brunt of all the positive and negative comments. The Mill Pond dam, 66 Main Street, Mill Plaza and the list goes on

The Town of Durham is very fortunate to have him as Administrator.

Chwick

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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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A few notes on the above ratings:

Todd is clearly an outstanding town administrator, as evidenced by his long tenure in the role, the excellent senior staff that he has assembled, the productive relationships that he has maintained with UNH and other entities, and the respect he is accorded by other public administrators. The rating of Very Good on "Accomplishment of meaningful modifications in the economic relationship with UNH" reflects my uncertainty about a metric for this criterion rather than a conviction that there is room for improvement. I assigned an N/A rating for "Improves the performance of town staff, when needed" because I'm not familiar with an instance of this during my tenure on the Council. (That speaks to Todd's ability to hire and retain top-notch staff.)

The Very Good rating on "Ability to be a visionary for future community planning" reflects my ambivalence about the criterion. Todd keeps the Town running smoothly and facilitates the work of the Council as it pursues its goals and broader vision for Durham, but he is appropriately careful not to impose his own vision for the community. Similarly, the Excellent rating for "Appropriately challenges the status quo" reflects my sense that, in Durham at least, shaking up the status quo is the work of the Council, not the administrator. Should the Town Council wish to shake up the status quo, I'm confident that Todd would expertly support its wishes.

AL

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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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The continued impact of the pandemic coupled with the Mill Plaza development and the Mill Pond Dam saga made for a challenging year. This highlighted the good working relationship Todd has with town staff and his ability to help them adapt and continue to provide excellent services to the community. He has shown a remarkable ability to remain calm while receiving relentless criticism from a small vocal segment of the community. During a chaotic time, he has stayed focused on working to complete the Town Council goals. Looking ahead, these are some of the areas that will need to be addressed:

Infrastructure- Madbury Road, the waste water treatment plant, storm water management, and the dam are expensive, complex projects. Successfully completing them will require Todd to coordinate town departments and provide the community with frequent updates.

Economic Development- While the town's purchase of 66 Main Street and an investor's recent purchase of the Goss Property are positive developments, Durham has overall lagged behind many communities in the region. A small vocal group has worked to slow most change. This has helped perpetuate a "boom or bust" local economy that mirrors the UNH calendar and negatively impacts businesses and the majority of the town's residents. It will require strong leadership to challenge the status quo and help facilitate zoning changes and the use of economic incentives to help Durham grow and thrive. This will require our town administrator to take some risks to help steward zoning changes and the use of economic incentives.

Welcoming Community-what does it really mean for Durham to be a welcoming community? In order for this to be more than a slogan, it will require strong leadership from our administrator to develop policies that facilitate workforce housing and help promote equity and diversity. There will be push back and difficult conversations, and clear communication with residents will be required to help steward us through this process.

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Jim

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	1	2	3	4	5	N/A
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						CE
• 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 MONDAY, JANUARY 24, 2022. NOTE – CE means “Cannot Evaluate”**

Keth

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	1	2	3	4	5	N/A
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 Selig is competent, thoughtful, and receptive to recommendations for change. He is a skilled communicator, especially off the cuff, which I consider to be very important in his role as administrator. Communication is one of the most important aspects of government work. Todd's ability to deliver information factually, neutrally and without animus is without peer.

Mr Selig has proven time and again that he is dedicated to his job. His a-game is on display every day and he has stayed with the town of Durham for over 2 decades, in spite of numerous offers to move on to other pastures. He makes time in his overloaded schedule to chat with residents with concerns, or just to catch up. His leadership during the last two years (providing pandemic information to the public as well as recommending measures to keep the public safe) are appreciated by many.

Todd has four more years on his current contract. I feel very fortunate to have served on the council with him at the table.

Sally W

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	1	2	3	4	5	N/A
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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2021 Annual Evaluation for Todd Selig

I continue to be amazed by the breadth of town activities, projects, and concerns that Todd addresses on a regular basis. Todd's ability to wear many hats while having the flexibility to move from one issue to another and being respectful and patient at the same time with the many entities wanting his attention are admirable and required strengths that Todd brings to his Town Administrator position.

I greatly appreciate Todd's counsel, whether or not we agree. He holds so much of Durham's "institutional memory," and he is often the resource that I need to put an issue into a perspective other than my own.

I appreciate the time given to research and consideration of every issue. Todd weighs the competing interests over services or taxes or initiatives, etc, while watching out for the best interests of the Town's residents and employees.

The one evaluation question that is hardest to evaluate is Todd's allocation of time and energy. He is careful to avoid getting into issues that are not his to solve as the Town Administrator even when it must be tempting to step in. And he has hired department heads who are very capable and relieve the need for Todd's oversight. However, Todd stays informed of every aspect of town governance. My hope is that Todd aims to delegate all that he can.

Sally Wendell

Sally T

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	1	2	3	4	5	N/A
Ability to maintain or improve strong relationships with:					X	
• 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 <i>always challenge!</i>				X		
• Willingness to challenge and support his convictions					X	
• Appropriate allocation of time and energies, including delegating non-essential tasks <i>Todd needs an assistant</i>				X		

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Todd Selig Evaluation 2022

Todd Selig is an exceptional town administrator and once again I give him high marks for his administration of the Town of Durham. This is my fifth review of Todd Selig and not much has changed in my observations of his leadership and remarkable ability to balance the challenges of town government.

It has been my pleasure to serve the town of Durham as a member of Council and on various boards and committees for the past 6 years. Todd has never failed to respond to my questions and concerns. He has made himself available to me as a sounding board and allowed me on several occasions to vent my own frustrations and concerns. I truly appreciate his patience and understanding.

With all that said, and without diminishing Todd's exemplary leadership, the Town of Durham finds itself at odds with itself. The various hot points of contention that collide with various perceptions and core values is coming to a head and I fear there may be casualties. All the while Covid continues to wind itself into our daily existence. It is not business as usual for our business owners and many residents still remain fearful of its threat. What can we do? Where do we go from here?

Todd needs to be cognizant of this and not underestimate the community angst or over estimate the ability for easy resolution or healing.

It is job of the Town Administrator to serve the interests of the Council. However, it is also his responsibility to speak truth over us and to remind us to do better and to think of a future Durham where our children and grandchildren will be living and serving while our presence will be assigned to our name on a plaque.

Sally Tobias

Carden

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Ability to maintain or improve strong relationships with:						
• 1) Town Council (responsiveness to concerns)					x	
• 2) External entities such as UNH, town businesses, etc.				x		
• 3) Town department heads and staff					x	
• 4) Town committees and boards				x		
• 5*) Serves citizens effectively and efficiently				x		
Financial oversight:						
• 6) Financial performance of the Town					x	
• 7*) Fiscal responsibility				x		
• 8) Budget (process, preparation, dissemination)					x	
• 9) Budget (creation of budget within Council guidelines)				x		
• 10) Accomplishment of meaningful modifications in the economic relationship with UNH						x
Leadership:						
• 11) Provides clear guidance to the Council on all issues					x	
• 12) Provides effective management of town staff and departments					x	
• 13) 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		
• 14*) Competency in human resource area with new hires during his administration					x	
• 15) Provides leadership and support to town committees and boards as necessary.				x		
Initiative:						
• 16) Proposes appropriate initiatives/strategic direction to the Council					x	
• 17) Is timely in follow up reports to Council initiatives				x		
• 18) Accomplishment of Council's goals and objectives				x		

• 19) Ability to be a visionary for future community planning					X	
Other:						
• 20) Appropriately challenges the status quo					X	
• 21) Willingness to challenge and support his convictions					X	
• 22) Appropriate allocation of time and energies, including delegating non-essential tasks				X		

I will follow former Councilor Katrek's lead and build upon my prior assessments, since there is much that I could repeat, and it is not necessary to extoll Todd's virtues and repetitively mention the same issues year after year; I will note my new comments in blue, and erase prior comments that are no longer appropriate.

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

Todd did well in balancing the town's response to the covid virus; the right blend of requirement and suggestion, depending upon the situation.

Todd presented a tight budget that was reasonable, but it did not meet the town goal of avoiding a percentage tax increase, and he did not provide us with a sample budget that did. I thought that the early mention of an additional employee for parks and rec was questionable in relation to the budget, and was glad to see that it was structured as a "heads-up" only. Good move. While Todd could have been even stricter in containing budget requests, the final budget came very close to matching the desires of town residents.

Over time, Todd has done a good job in replacing some key members of his management team. [REDACTED] in particular seems to be a very smart, experienced and able employee, although he requests too large a budget! [REDACTED] has been strong. Both of these employees replace semi-legends, so it is great to see. [REDACTED] also seems to be a strong addition to the office staff. Todd has done well in ensuring that the town staff is strong in all areas, as life will become even more complicated and difficult over time.

Todd still needs to work to ensure that the town maximizes efforts to raise non-tax revenue to help keep the tax rate down. Todd gets kudos for promoting openness and community through the time-consuming but excellent work on Friday Updates. The updates are key to helping keep everyone abreast of town issues.

In terms of development, the town will benefit long-term from the addition of the Riverwoods facility. Mill Plaza is still under discussion and will ultimately be finished to no one's total satisfaction. Todd and the town have made good efforts to maintain impartiality. The purchase of 66 Main Street complicates things but has resulted in a major improvement of the site, with parking and a nice park replacing a trash-filled, cheaply-fenced eyesore. Conversations with developers have been difficult but it would be wonderful if Todd 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 relationships with UNH and the ORCSD continue to be solid, reflecting Todd's significant efforts to maintain fair and collegial partnerships on many issues, to build an effective relationship with the new president at UNH, and to maintain the relationship with the school superintendent. With regard to UNH, the difficulty of mixing student and town lifestyles is problematic but has benefited from many efforts by both the university and the town. With regard to the ORCSD, the town has worked with the district to help facilitate the building of and traffic at the new middle school.

Todd also has done a commendable job helping to reduce the town's dependence on greenhouse gases, and to prepare for any disruptions from global warming.