ANNUAL EVALUATION OF TODD SELIG Andrew Corrow Submission - 2021

	1 = Unacceptable 2 = Acceptable 3 = Good	4 = Very	Good	5	= Exce	llent	
		1	2	3	4	5	N/A
Ability	to maintain or improve strong relationships with:	÷.					
•	Town Council (responsiveness to concerns)					Х	
•	External entities such as UNH, town businesses, etc.					Х	
	Town department heads and staff					Х	
•	Town committees and boards				X		
	Serves citizens effectively and efficiently					Х	
Financi	al oversight:						
	Financial performance of the Town					Х	
	Fiscal responsibility					х	
•	Budget (process, preparation, dissemination)					Х	<u> </u>
	Budget (creation of budget within Council guidelines)					Х	
•	Accomplishment of meaningful modifications in the						
	economic relationship with UNH				х		
Leader	ship:						
•	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.						1
	When necessary, has removed individuals who have						
	failed to perform consistent with their job description						
	and/or compensation				X		
0	Competency in human resource area with new hires						
	during his administration					Х	
	Provides leadership and support to town committees						
	and boards as necessary.					X	ļ
Initiativ	/e:						
٠	Proposes appropriate initiatives/strategic direction to						
243	the Council				X		
•	Is timely in follow up reports to Council initiatives					Х	
•	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				Х		
٠	Appropriate allocation of time and energies, including						
	delegating non-essential tasks					Х	

Provide additional written evaluation below or separately if you wish. Evaluation forms are due to Kitty Marple not later than <u>WEDNESDAY</u>, 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.

Chuck.

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ANNUAL EVALUATION OF TODD SELIG 2021

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

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	1	2	3	4	5	N//
Ability to maintain or improve strong relationships with:						-
Town Council (responsiveness to concerns)					X	- X
• External entities such as UNH, town businesses, etc.					X	
Town department heads and staff					X	
Town committees and boards		1. T. 1		5 4 1	X	
Serves citizens effectively and efficiently					X	
Financiąl oversight:					1.872	
Financial performance of the Town		1	· · ·		X	
• Fiscal responsibility			1.9		X	
Budget (process, preparation, dissemination)					X	1.0
Budget (creation of budget within Council guidelines)					X	
• Accomplishment of meaningful modifications in the economic relationship with UNH			134 ^{- 1}	X		
	5	t a sta		1		No. 14
Leadership:	1.11		: · .	19 a.		
 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
ana an 1980 - Angelan Antonio, an Antonio, ang						

 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 MONDAY, JANUARY 24, 2022.

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.

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2021

	1 = Unacceptable	2 = Acceptable	3 = Good 4	l = Very	Good	5	= Ехс	ellent	
19 - 19 - 19 - 19 - 19 - 19 - 19 - 19 -	1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1	•	************	1	2	3	4	5	N/A
Ability	to maintain or impro	ve strong relationsh	ips with:						
× •	Town Council (resp	onsiveness to conce	rns)		·····		X		
· · · · •	External entities su	ch as UNH, town bu	sinesses, etc.				Х		
٠	Town department h	neads and staff	entra entr		14340	ie es	т. Х аран	and a second second	સંસ્કૃત્વી
.•	Town committees a	nd boards					X		-
•	Serves citizens effec	ctively and efficiently	y	1		- N.,	X		
						1. 1. 1. 1. 1. 1.			
Financi	al oversight:	i gola de Mercela		der pers	. (j.,	- <u>-</u>	n gert s K	
•	Financial performa	nce of the Town					X		
•	Fiscal responsibility	,					Х		
•	Budget (process, pr	eparation, dissemin	ation)			X			
•	Budget (creation of	budget within Cour	cil guidelines)			X	in an		
•	Accomplishment of economic relations	meaningful modific	ations in the	-	· · · ·	X		gen en sense	
	- I . •								
Leader					e talian Talihan				
		ance to the Council o			<u>e nore Ar</u>		X		
•	Provides effective n		a staff and	1			-		2 A. 19
	departments	nanagement of town					X		
•	Improves the perfo When necessary, ha	rmance of town staf as removed individu phsistent with their j	f, when needed. als who have						
	Improves the perfo When necessary, ha failed to perform co	rmance of town staf as removed individu onsistent with their j on nan resource area w	f, when needed. als who have ob description						
	Improves the perfo When necessary, ha failed to perform co and/or compensation Competency in hun during his administ	rmance of town staf as removed individu onsistent with their j on nan resource area w ration and support to tow	f, when needed. als who have ob description ith new hires						
• • Initiativ	Improves the perfo When necessary, ha failed to perform co and/or compensation Competency in hun during his administ Provides leadership and boards as nece	rmance of town staf as removed individu onsistent with their j on nan resource area w ration and support to tow	f, when needed. als who have ob description ith new hires						
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	Improves the perfo When necessary, ha failed to perform co and/or compensation Competency in hun during his administ Provides leadership and boards as nece re: Proposes appropria the Council	rmance of town staf as removed individu onsistent with their j on nan resource area w ration and support to tow ssary.	f, when needed. als who have ob description ith new hires in committees						

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

Provide additional written evaluation below or separately if you wish. Evaluation forms are due to Kitty Marple not later than MONDAY, JANUARY 24, 2022.

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.

Jim.

2021

	1 = Unacceptable 2 = Acceptable		3 = Good	4 = Very	4 = Very Good			5 = Excellent			
				1	2	3	4	5	N/A		
Ability	to maintain or impro	ove strong relationsh	ips with:			. 1			1		
•	Town Council (resp	onsiveness to concer	ns)	1973		1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		X	1		
ytere 🕈 st	External entities su	ch as UNH, town bus	inesses, etc.					X	1		
.	' Town department l	neads and staff	9 .008 <i>& 1</i>			alt gro	4 7 20	X	- Citate		
•	Town committees a	and boards						Х			
•	Serves citizens effe	ctively and efficiently	/					X			
Financi	al oversight:	······									
•	Financial performa	nce of the Town						X			
•	Fiscal responsibility	1						X	+		
•	Budget (process, pr	eparation, dissemina	ation)					X			
	Budget (creation of	⁵ budget within Coun	cil guidelines)					X			
•	Accomplishment of economic relations	f meaningful modific hip with UNH	ations in the					X			
Leaders	ship:		<u> </u>								
	Provides clear guid	ance to the Council o	on all issues					X	+		
	Provides effective r departments	nanagement of town	staff and					X			
•	When necessary, ha	rmance of town staf as removed individua onsistent with their jo on	als who have	l.				X			
• .	Competency in hun during his administ	nan resource area wi ration	th new hires						CE		
•	Provides leadership and boards as nece	and support to tow ssary.	n committees					X			
nitiativ	ve:		1					. 			
•	Proposes appropria the Council	ite initiatives/strateg	ic direction to				-	× X			
٠	Is timely in follow u	p reports to Council	initiatives				1	X			
•	Accomplishment of	f Council's goals and	objectives		1		1	X	· · ·		

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•	Ability to be a visionary for future community planning	×
Other:		
0	Appropriately challenges the status quo	x
0	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"

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Kett

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. Х Town department heads and staff X • Town committees and boards Х ٠ Serves citizens effectively and efficiently X Financial oversight: Financial performance of the Town . Х • **Fiscal responsibility** X ٠ Budget (process, preparation, dissemination) X • Budget (creation of budget within Council guidelines) X Accomplishment of meaningful modifications in the ٠ Х economic relationship with UNH Leadership: ٠ Provides clear guidance to the Council on all issues Х Provides effective management of town staff and Х departments Improves the performance of town staff, when needed. Х 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 Х during his administration Provides leadership and support to town committees Х and boards as necessary. Initiative: ٠ Proposes appropriate initiatives/strategic direction to Х the Council Is timely in follow up reports to Council initiatives Х . Accomplishment of Council's goals and objectives Х

٠	Ability to be a visionary for future community planning	X
Other:		
•	Appropriately challenges the status quo	X
٠	Willingness to challenge and support his convictions	X
٠	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.

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 N

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2021

	1 = Unacceptable	2 = Acceptable	3 = Good	4 = Very	4 = Very Good			5 = Excellent			
				1	2	3	4	5	N/A		
Ability	to maintain or improv	e strong relationsh	ips with:								
٠	Town Council (respo	nsiveness to concer	rns)					1			
•	External entities suc	h as UNH, town bus	sinesses, etc.					1			
	Town department he	eads and staff						1			
٠	Town committees ar	nd boards						1			
٠	Serves citizens effect	tively and efficiently	/					\checkmark			
Financi	al oversight:				<u> </u>						
٠	Financial performance	ce of the Town	a an					1			
•	Fiscal responsibility							1			
٠	Budget (process, pre	paration, dissemina	ation)					1			
٠	Budget (creation of l							1			
٠	Accomplishment of		ations in the					1			
	economic relationsh	ip with UNH						1			
Leader	ship:										
٠	Provides clear guidar	nce to the Council o	on all issues					1			
٠	Provides effective m departments	anagement of town	staff and					1			
•	Improves the perform When necessary, has failed to perform cor and/or compensatio	s removed individuansistent with their j	als who have					1			
•	Competency in huma during his administra	an resource area wi	th new hires					1			
•	Provides leadership a and boards as necess		n committees					1			
Initiativ	/e:	····· 7 ·····									
٠	Proposes appropriate the Council	e initiatives/strateg	ic direction to					1			
	Is timely in follow up	reports to Council	initiatives					1			
•	Accomplishment of (Council's goals and o	objectives					V			
٠	Ability to be a visiona	ary for future comm	nunity planning					1			
Other:											
	Appropriately challer	nges the status quo						1			
	Willingness to challe							1			
•	Appropriate allocation delegating non-esser	on of time and ener					1				

Provide additional written evaluation below or separately if you wish. **Evaluation forms are due to Kitty** Marple not later than <u>MONDAY</u>, JANUARY 24, 2022.

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 T

	1 = Unacceptable 2 = Acceptable 3 = Good	4 =	Very	Good	5 = Excel		ellent	2000 2010
	nen en		1	2	3	4	5	N/A
Ability	to maintain or improve strong relationships with:				1		X	
	Town Council (responsiveness to concerns)		·····				X	
tha 😽	External entities such as UNH, town businesses, etc.		1				X	
•	Town department heads and staff		·.				X	
٠	Town committees and boards						X	
, . \$ - 1	Serves citizens effectively and efficiently			[T	X	
	<u>an an a</u>							
Financ	ial oversight:	<u></u>	·					
	and benormalies of the rown						X	
۲	Fiscal responsibility		e ste			i di secondo Secondo	X	17.1
٠	Budget (process, preparation, dissemination)					1 2 3 2	X	A
•	Budget (creation of budget within Council guidelines)						X	
•	Accomplishment of meaningful modifications in the						X	
	economic relationship with UNH		31 A		14 M 18		12	19 (j. 1
the second s	<u>na kana sa kata ƙasara ƙasar ƙas</u>			·		<u></u>		
Leader					<u>di di k</u>			<u> </u>
	Provides clear guidance to the Council on all issues					<u> </u>	$ \Delta $. <u></u>
•	Provides effective management of town staff and departments						X	194
•	Improves the performance of town staff, when needed	ł.						
	When necessary, has removed individuals who have						X	6
	failed to perform consistent with their job description							
	and/or compensation		.					
٠	Competency in human resource area with new hires							
	during his administration					ļ	r	
۲	Provides leadership and support to town committees						X	
	and boards as necessary.					· · ·	<u> </u>	
Initiativ	ve:							
٠	Proposes appropriate initiatives/strategic direction to						1V	
	the Council						X	
٠	Is timely in follow up reports to Council initiatives						X	
٠	Accomplishment of Council's goals and objectives						X	
٠	Ability to be a visionary for future community planning	:			-		X	
Other:			·····					
•	Appropriately challenges the status quo Allosaus Willingness to challenge and support his convictions	and	lan	1		X		·····
	Willingness to challenge and support his convictions	Le fill	KI A					
	Appropriate allocation of time and energies, including				<u> </u>			
-	delegating non-essential tasks Todd needs an					X		
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Marple not later than MONDAY, JANUARY 24, 2022.

Todd Selig Evaluation 2022

Sally Tobias 2010 112

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 ao 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 a assigned to our name on a plaque.

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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:			1			
1) Town Council (responsiveness to concerns)		1			х	
• 2)External entities such as UNH, town businesses, etc.				x		
3)Town department heads and staff	An and a state of the second se		1		х	
4)Town committees and boards			1	x		
5*)Serves citizens effectively and efficiently				х		
Financial oversight:						
6)Financial performance of the Town			1		х	
7*)Fiscal responsibility				x		
8)Budget (process, preparation, dissemination)			1		х	
• 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			1		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 				×		
 14*)Competency in human resource area with new hires during his administration 					х	
 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		1
• 18) Accomplishment of Council's goals and objectives	ana ana ang ang ang ang ang ang ang ang			x		1

٠	19)Ability to be a visionary for future community planning				х	
	an a	 	-			
Other:						
•	20)Appropriately challenges the status quo				x	
٠	21) Willingness to challenge and support his convictions			- Starte	x	
٠	22) Appropriate allocation of time and energies, including delegating non-essential tasks			x	1	

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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. The provide in particular seems to be a very smart, experienced and able employee, although he requests too large a budget! The provide the provide the seems to be a strong. Both of these employees replace semi-legends, so it is great to see. The provide the 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 trashfilled, 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.