



TOWN OF BOURNE

Human Resource Director

24 Perry Avenue – Room 107
Buzzards Bay, MA 02532
www.townofbourne.com
508.759.0600, Ext. 1306



Elise Zarcaro, Human Resource Director
Email: ezarcaro@townofbourne.com

March 19, 2024

Each year the Select Board shall conduct a formal performance evaluation of the Town Administrator as outlined in her contract. This is a summary of Town Administrator Marlene McCollem's second year evaluation (February 2023 to February 2024). The six evaluation areas are summarized below with a summary of comments provided.

Overall, Town Administrator Marlene McCollem scored a 3.14 out of a possible 4.0 which falls in the category of Strong Performance. Below please find a breakdown and summary of each of the evaluation areas:

Board Support and Relations:

Score: 3.25 out of 4.0 Strong Performance

Comments:

Board Members complimented Marlene's ability to communicate with the entire board and her continuing efforts to keep them informed. She is prepared for meetings, open to conversations and available to have discussions with individual Board Members. She has been responsive when questions or concerns arise or when additional information is needed for decision making. Meeting materials are distributed in a timely manner.

The continued improvement of communication between the Board, the T.A. & the Chair will help maintain and build a climate of mutual respect and trust.

Financial Management:

Score: 3.57 out of 4.0 Outstanding

Comments:

Marlene works very well with her finance team. Budget, debt relief, capital projects and financial strategy are strengths for Marlene. Board Members were pleased with the budget process that has been implemented. Capital projects have been a challenge for many years and there are multiple competing priorities, but the Board recognizes that progress has been made and ongoing discussion and implementation of a prioritization plan would help Marlene in this area.

It was suggested that a review of the long-term financial plan would be helpful so the Board can have a clearer understanding of the long-term implications of decisions.

Personnel Management/Organizational Leadership:

Score: 2.72 out of 4.0 Strong Performance

Comments:

Board Members found this area difficult to score as they do not get involved in the day to day operations, nor do they have the ability to speak with staff.

Board Members overall get the sense that Marlene communicates well with her immediate staff and department heads, but they would like to see more staff engagement.

There were concerns expressed about resignations/terminations, but Board Members are aware that they are not privy to all the details. When it comes to handling these issues/decisions Marlene handles them well with the public, the news outlets, and the Board.

Board Members hope that Marlene's self-reflection will help her strive to improve and gain confidence in her management style and continue to find ways to promote a positive work environment.

Suggestions for improvement include more networking outside of town staff and finding a mentor in a more experienced manager/someone who has experience dealing with personnel issues.

Community Leadership/Public Relations:

Score: 2.91 out of 4 Strong Performance

Comments:

Board Members stated that Marlene is respectful and professional in her dealings with the public, in meetings and as a representative of the Town. Having the Town Administrator reports posted on the website helps keep residents informed.

It was suggested that the Town Administrator and Select Board should focus some energy on creating new avenues to community engagement including weekly briefings, social media, meetings with legislators, and an improved website would be helpful.

It was suggested that attendance at more Town events would allow people to connect with and appreciate her.

Town Operations/Infrastructure:

Score: 3.30 out of 4.0 Strong Performance

Comments:

Marlene is a productive manager who has a solid understanding of the Charter, operations and delivery of services. Marlene has made significant progress on the goals set by the Board. She does well prioritizing problems and finding solutions. Marlene is proactive in keeping the Board informed. She has demonstrated leadership in regards to planning, infrastructure and implementing policy.

Personal/Professional: Individual Qualities and Professional Skills and Status:

Score: 3.06 out of 4.0 Strong Performance

Comments:

Marlene demonstrates strong management and leadership qualities while being a dedicated professional. She is deeply committed to her roles and responsibilities.

The Board is aware of the challenging personnel issues that Marlene has faced and the toll it has taken on Marlene. They encourage her to continue to reflect on her actions, decision making, problem solving and conflict resolutions skills to continuously improve. Marlene's resilience and willingness to keep trying in the face of adversity is commendable.

Board members encourage Marlene to continue to build on her strengths and to know when to ask for help.

Marlene has done an excellent job and is able to resolve issues while maintaining the delicate balance of administrative ease, productivity and community satisfaction.