



# TOWN OF BOURNE

## Human Resource Director

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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 first year evaluation (February 2022 to April 2023). The six evaluation areas as well as the progress on goals are summarized below with a summary of any comments provided.

Overall, Town Administrator Marlene McCollem scored a 3.06 out of a possible 4.0 which falls in the category of Exceeds Job Standards. Below please find a breakdown and summary of each of the evaluation areas:

### **Board Support and Relations:**

**Score: 3.15**

#### **Comments:**

Marlene has worked well with the Board. She is responsive when approached with an issue or question, shares her opinion and respectfully and authentically will do as the full Board instructs/votes for her to do. Marlene and her staff are organized and prepared. Communication is regularly through reports at meetings, emails and occasionally in text message form. Verbal communication could be increased in the working relationship/climate of the Board. A joint review of the Strategic Plan to draw connections and create milestones was suggested.

### **Financial Management:**

**Score: 3.47**

#### **Comments:**

Marlene, the finance team, and department heads have a solid application of best practices and thinking/planning in the budget process. Having department heads speak to the Board before the Select Board's budget approval was appreciated and showed a well thought out process and provided the support of any budget increases. It appears that there is a strong focus on the debt program, capital projects and achieving/maintaining the highest bond rating. One member would like to see the Town strive for a GFOA budget award, though it is not a goal of the Board at this time. Mentoring department heads in the financial planning process and continued work on the CPA projects on Town owned buildings through Marlene's new process were suggested.

**Personnel Management/Organizational Leadership:****Score: 2.99****Comments:**

It is difficult for Select Board members to evaluate the inner workings of personnel management as they are not privy or witness to the day to day operations of personnel matters nor do they have a process in place to meet/discuss with staff their satisfaction of the Town Administrator's performance in this area. The HR Director's newsletter has been helpful to see the progress of the filling of positions. From what is visible to the Select Board members, Marlene is a results-orientated manager who understands the importance of recruiting good employees. Staff present themselves professionally and as experts in their fields. Collaboration between departments is evident. Marlene has made some great hires and thinks strategically when making decisions. There is some concern about some recent resignations, it was suggested that Marlene might benefit from some mentoring from an experienced manager outside the organization. Board members are understanding that it takes time to build an effective team, with trust in each other, and good communication and that this is still on going after only one year. There is a hope that the hiring of the Assistant Town Manager brings back the "contagious energy" of staff, allows Marlene more time to work more closely with department heads and get the feel for staff morale. It was also mentioned that a Board member wants more information provided to the Select Board through the (union) negotiation process.

**Community Leadership/Public Relations:****Score: 2.64****Comments:**

Board members and members of the public have great confidence in Marlene and her ability to make tough decisions. It was suggested that Marlene have more presence within the community to gain the community 'buy-in'; attendance at public events, consistent communication with entities outside of Town Hall but within the community, and allow time to get to know and hear out residents and their concerns (ex. Get to know the TA – open session/ particular time to stop in and have access to her). The Board understands that the short tenure thus far may have played a role in what was manageable in the first year. It was mentioned that there are a number of assets in the community that can be great resources for her (Upper Cape Tech was an example used).

**Town Operations/Infrastructure:****Score: 2.96****Comments:**

Board members are very impressed with Marlene's ability to assess Town operations and prioritize problems. She has done an excellent job at coming up with plans to address issues, being clear and consistent in her interpretations of policies and the Charter and her experience in municipal workings is extremely helpful in problem solving. It was suggested that customer service and giving the reason for not being available/responsive in a timely manner be a focus point.

**Personal/Professional: Individual Qualities and Professional Skills and Status:****Score: 3.16****Comments:**

Marlene is a dedicated highly functioning professional with a strong work ethic and is impressive under pressure. Her knowledge of municipal government, and creative & strategic thought process is refreshing. Marlene demonstrates her ability to listen and respond. In her first year, Marlene has done an excellent job on focusing on some long standing problems that the Town has faced. It is suggested to continue to work on communication and building trust and relations. The Town Administrators role needs to find balance between administrative ease, productivity, and community satisfaction; Marlene is working on that balance.

Additionally Town Administrator Marlene McCollem was evaluated on goals that were set with the Town Administrator and Select Board this past year. Scoring a 3.12 out of 4.0 which falls into the Strong Performance – Substantial Progress rating. Below please find a compilation of the Goal Evaluation:

	<b>Accomplishment or Progress on Annual Goals</b>	<b>Score</b>
1.	Investigating and making a plan for Information Technology improvements	3
2.	Updating and revising policies	3.2
3.	5-and-10-year capital plans and a 5- year long-term financial plan	3.2
4.	Reorganizing the Facilities Department	3.2
5.	Continuing progress on the CWMP (Comprehensive Wastewater Management Plan)	3
	<b>TOTAL SCORE</b>	15.6
	<b>TOTAL SCORE divided by 5</b>	<b>3.12</b>
	<b>Comments:</b>  Marlene's progress on the goals set by the Select Board is commendable in the time frame given. Board members are impressed with Marlene's professionalism, ability to listen and think strategically before stepping forward, and being technically sound. Great work is being done.	