



Contract Employee - Administrative/Executive Level Evaluation

NAME Donna Marie Collins	EMPLOYEE ID # 000002680	POSITION # 00862
DEPARTMENT/DIVISION Hearing Examiners Office	POSITION TITLE Hearing Examiner	
RATING PERIOD FROM: 09/03/2023 TO: 09/02/2024	TYPE OF REVIEW Annual	
OVERALL RATING: Exceeds		

Ratings of performance are a definition of how well an employee is performing the requirements of the job. Each requirement should be rated individually as it relates to the specific job task. Use these definitions as guidelines:

Exceeds	Performance consistently exceeds job requirements; demonstrates high levels of productivity, efficiency, and effectiveness that consistently and clearly exceed expectations; basic objectives are surpassed
Meets to Exceeds	Performance consistently meets and usually exceeds job requirements; demonstrates productivity, effectiveness and competency; Basic objectives are at times surpassed
Meets	Performance consistently meets job requirements; demonstrates productivity, effectiveness and competency; Basic objectives are met
Needs Improvement	Performance typically meets job requirements; demonstrates productivity, effectiveness and competency; Basic objectives are at times not met
Does Not Meet	Performance does not consistently meet all job requirements; improvement is necessary to attain expected level of performance

Note: Performance increases are not automatic

Definition of Skill Groups

- A. **ADMINISTRATIVE** – Carry out directives of Board, establish plans, develop systems and processes, manage execution, work efficiency, structure and staff
- B. **COMMUNICATION** – Provide Board with required information, verbal and written communication, foster open communication, listen to others, deliver presentations
- C. **INTERPERSONAL** – Build Relationships, display organizational savvy, value diversity, manager disagreements, foster cooperation
- D. **LEADERSHIP** – Provide direction, lead courageously, influence others, foster teamwork, motivate others, coach and develop others, champion change
- E. **MOTIVATION** – Drive for results, show work commitment
- F. **ORGANIZATIONAL** – Use financial and quantitative data, use of expertise, knowledge of County business
- G. **STRATEGIC** – Protect interests of County, manage budget, commit to quality, focus on needs of the customer, promote organizational teamwork
- H. **SELF-MANAGEMENT** – Act with integrity, accountability and responsibility, demonstrate adaptability, self-development
- I. **THINKING** – Strategic thinking, analysis of issues and projected change, use sound judgment, innovate

PART I: GOALS/OBJECTIVES

<u>GOAL/OBJECTIVE #1</u>	
Provide legal analysis of zoning and land use requests. Prepare recommendations to the Board of County Commissioners on rezoning requests. Recommendations and final decisions must be consistent with County regulations and governing case law.	
	Rating Exceeds

	<u>Comments</u>
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<u>GOAL/OBJECTIVE #2</u>	
Provide equitable enforcement of County regulations through the quasi-judicial hearing process.	
	Rating Exceeds

	<u>Comments</u>
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<u>GOAL/OBJECTIVE #3</u>	
Notify BOCC, County Attorney's Office and County Administration of land use issues warranting more guidance/direction from the adopted County regulations.	
	Rating Exceeds

	<u>Comments</u>
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Attach copies of all relevant supporting documentation

GOAL/OBJECTIVE #4

Develop and implement policies and procedures for zoning, land use and code enforcement hearings.

Rating Exceeds

	<u>Comments</u>
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GOAL/OBJECTIVE #5

Serve as BOCC representative in public forums. Provide public with information on zoning and land use cases.

Rating Exceeds

	<u>Comments</u>
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GOAL/OBJECTIVES #6

Manage and supervise the Hearing Examiner's Office. Supervise day-to-day performance of support staff, Deputy Hearing Examiner and Hearing Examiners Pro Tem. Prepare performance evaluations and salary increases for the office. Oversee personnel matters and implementation of the budget.

Rating Exceeds

	<u>Comments</u>
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PART II: SKILLS

	<u>Does Not Meet</u>	<u>Needs Improvement</u>	<u>Meets</u>	<u>Meets to Exceeds</u>	<u>Exceeds</u>	<u>N/A</u>
Administrative Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Communication Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Interpersonal Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Leadership Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Motivation Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Organizational Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Strategic Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Self-Management Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Thinking Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Overall Rating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Attach copies of all relevant supporting documentation

PART III: CAREER PLANNING AND DEVELOPMENT

A. DESCRIBE SPECIAL AREAS OF STRENGTHS IN TECHNICAL, INTERPERSONAL, OR SUPERVISORY AREAS

B. DESCRIBE SPECIFIC DEVELOPMENTAL NEEDS TO ENHANCE PERFORMANCE

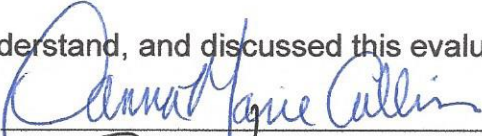
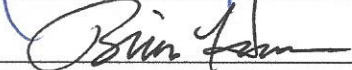
PART IV: COMMENTS

EVALUATOR COMMENTS

CONTRACT EMPLOYEE COMMENTS

PART V: SIGNATURES

I have read, understand, and discussed this evaluation with my evaluator.

Employee Signature	 _____	Date	8/19/24 _____
Evaluator Signature	 _____	Date	8/19/24 _____

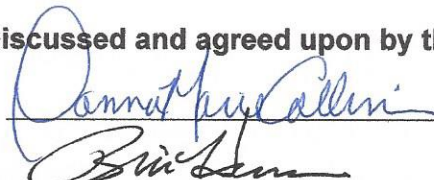
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PART VI: GOALS/OBJECTIVES FOR UPCOMING EVALUATION PERIOD

OBJECTIVE/MAJOR JOB FUNCTION
Objective/Major Job Function #1: Provide legal analysis of zoning and land use requests. Prepare recommendations to the Board of County Commissioners on rezoning requests. Recommendations and final decisions must be consistent with County regulations and governing case law.
Objective/Major Job Function #2: Provide equitable enforcement of County regulations through the quasi-judicial hearing process.
Objective/Major Job Function #3: Notify BOCC, County Attorney's Office and County Administration of land use issues warranting more guidance/direction from the adopted County regulations.
Objective/Major Job Function #4: Develop and implement policies and procedures for zoning, land use and code enforcement hearings.
Objective/Major Job Function #5: Serve as BOCC representative in public forums. Provide public with information on zoning and land use cases.
Objective/Major Job Function #6: Manage and supervise the Hearing Examiner's Office. Supervise day-to-day performance of support staff, Deputy Hearing Examiner and Hearing Examiners Pro Tem. Prepare performance evaluations and salary increases for the office. Oversee personnel matters and implementation of the budget.

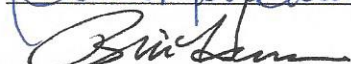
These goals have been discussed and agreed upon by the undersigned employee and evaluator.

Employee Signature



Date 8/19/24

Evaluator Signature



Date 8/19/24

Attach copies of all relevant supporting documentation



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OVERALL RATING: *SELECT RATING		

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PART I: GOALS/OBJECTIVES

<u>GOAL/OBJECTIVE #1</u>	
Provide legal analysis of zoning and land use requests. Prepare recommendations to the Board of County Commissioners on rezoning requests. Recommendations and final decisions must be consistent with County regulations and governing case law.	
	Rating *SELECT RATING
<i>Exceeds</i>	<u>Comments</u>

<u>GOAL/OBJECTIVE #2</u>	
Provide equitable enforcement of County regulations through the quasi-judicial hearing process.	
	Rating *SELECT RATING
<i>Exceeds</i>	<u>Comments</u>

<u>GOAL/OBJECTIVE #3</u>	
Notify BOCC, County Attorney's Office and County Administration of land use issues warranting more guidance/direction from the adopted County regulations.	
	Rating *SELECT RATING
<i>Exceeds</i>	<u>Comments</u>

Attach copies of all relevant supporting documentation

<u>GOAL/OBJECTIVE #4</u>	
Develop and implement policies and procedures for zoning, land use and code enforcement hearings.	
	Rating *SELECT RATING
<i>Exceeds</i>	<u>Comments</u>

<u>GOAL/OBJECTIVE #5</u>	
Serve as BOCC representative in public forums. Provide public with information on zoning and land use cases.	
	Rating *SELECT RATING
<i>Exceeds</i>	<u>Comments</u>

<u>GOAL/OBJECTIVES #6</u>	
Manage and supervise the Hearing Examiner's Office. Supervise day-to-day performance of support staff, Deputy Hearing Examiner and Hearing Examiners Pro Tem. Prepare performance evaluations and salary increases for the office. Oversee personnel matters and implementation of the budget.	
	Rating *SELECT RATING
<i>Exceeds</i>	<u>Comments</u>

Attach copies of all relevant supporting documentation

PART II: SKILLS

	<u>Does Not Meet</u>	<u>Needs Improvement</u>	<u>Meets</u>	<u>Meets to Exceeds</u>	<u>Exceeds</u>	<u>N/A</u>
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PART III: CAREER PLANNING AND DEVELOPMENT

A. DESCRIBE SPECIAL AREAS OF STRENGTHS IN TECHNICAL, INTERPERSONAL, OR SUPERVISORY AREAS

Her office runs on Time + Efficient in their Job Duties

B. DESCRIBE SPECIFIC DEVELOPMENTAL NEEDS TO ENHANCE PERFORMANCE

None

PART IV: COMMENTS

EVALUATOR COMMENTS

HEX Collins Does a great Job and Service to our Community in her Duties!

CONTRACT EMPLOYEE COMMENTS

PART V: SIGNATURES

I have read, understand, and discussed this evaluation with my evaluator.

Employee Signature

[Handwritten Signature]

Date 8-13-2024

Evaluator Signature

[Handwritten Signature]

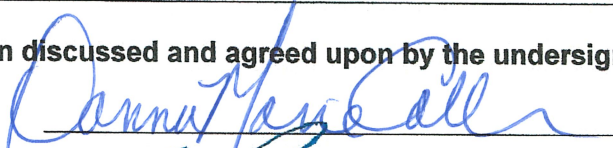
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Employee Signature  Date 8-13-2024

Evaluator Signature  Date 8-24-24

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PART I: GOALS/OBJECTIVES

<u>GOAL/OBJECTIVE #1</u>	
Provide legal analysis of zoning and land use requests. Prepare recommendations to the Board of County Commissioners on rezoning requests. Recommendations and final decisions must be consistent with County regulations and governing case law.	
	Rating Exceeds
	Comments: The complexity of our collective work continues to increase. Maintaining consistency is essential for both near and long term policy

<u>GOAL/OBJECTIVE #2</u>	
Provide equitable enforcement of County regulations through the quasi-judicial hearing process.	
	Rating Meets to Exceeds
	Comments: Hard to do at times as we live and operate in a fluid world but equitable enforcement is essential,

<u>GOAL/OBJECTIVE #3</u>	
Notify BOCC, County Attorney’s Office and County Administration of land use issues warranting more guidance/direction from the adopted County regulations.	
	Rating Meets to Exceeds
	Comments: Timely and continued communication to all is essential.

Attach copies of all relevant supporting documentation

GOAL/OBJECTIVE #4

Develop and implement policies and procedures for zoning, land use and code enforcement hearings.

Rating Exceeds

Comments: All must feel they have been heard and that policy and enforcement is fair and equitable.

GOAL/OBJECTIVE #5

Serve as BOCC representative in public forums. Provide public with information on zoning and land use cases.

Rating Exceeds

Comments: Communicating as one helps bring clarity and understanding.

GOAL/OBJECTIVES #6

Manage and supervise the Hearing Examiner's Office. Supervise day-to-day performance of support staff, Deputy Hearing Examiner and Hearing Examiners Pro Tem. Prepare performance evaluations and salary increases for the office. Oversee personnel matters and implementation of the budget.

Rating Exceeds

Comments: As we seek to bring fairness in or external interactions it is vital we bring the same collaboration and communication internally. It is all about our people.!

Attach copies of all relevant supporting documentation

PART II: SKILLS

	<u>Does Not Meet</u>	<u>Needs Improvement</u>	<u>Meets</u>	<u>Meets to Exceeds</u>	<u>Exceeds</u>	<u>N/A</u>
Administrative Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Motivation Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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PART III: CAREER PLANNING AND DEVELOPMENT

A. DESCRIBE SPECIAL AREAS OF STRENGTHS IN TECHNICAL, INTERPERSONAL, OR SUPERVISORY AREAS

The interface between the way we do work as individuals, teams, and technology continues to morph and accelerate. Balancing these factors as demands continue to increase will be our individual and collective test. It is a very fluid environment, work to stay ahead!

B. DESCRIBE SPECIFIC DEVELOPMENTAL NEEDS TO ENHANCE PERFORMANCE

As noted in prior review, both leadership and staff changes continue for both professional and personal reasons. As an essential service in our county our commitment to evaluate and retain our best people and seek to attract the next generation and to be open to their ideas and perspectives will be important to their buy in and engagement. Our goal is to leave it better than we found it!

PART IV: COMMENTS

EVALUATOR COMMENTS

My sincere appreciation to you and your team as we met the ever increasing demands and complexities of those we serve and their needs. Your work helped prepare us in a timely and through manner as we got to the decision phase of going forward.

CONTRACT EMPLOYEE COMMENTS

Thank you for the confidence in my team.

PART V: SIGNATURES



I have read, understand, and discussed this evaluation with my evaluator.

Employee Signature

Donna Marie Collini

Date

8/14/2024

Evaluator Signature

Date

8/14/2024

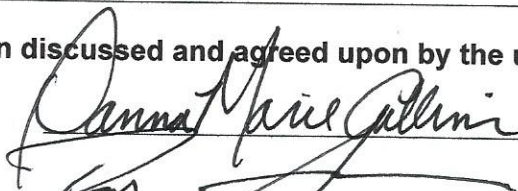
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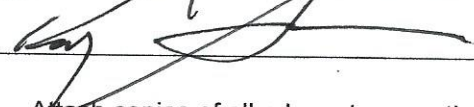
Employee Signature



Date

8/14/2024

Evaluator Signature



Date

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GOAL/OBJECTIVE #1	
Provide legal analysis of zoning and land use requests. Prepare recommendations to the Board of County Commissioners on rezoning requests. Recommendations and final decisions must be consistent with County regulations and governing case law.	
	Rating *SELECT RATING <i>Exceeds</i>
	Comments <i>Donna Marie Brandon's excellent WRTEUB AND ANALYSIS OF ALL CASES</i>

GOAL/OBJECTIVE #2	
Provide equitable enforcement of County regulations through the quasi-judicial hearing process.	
	Rating *SELECT RATING <i>Exceeds</i>
	Comments <i>Donna Marie Brandon's excellent 1059111 FOR THESE CASES.</i>

GOAL/OBJECTIVE #3	
Notify BOCC, County Attorney's Office and County Administration of land use issues warranting more guidance/direction from the adopted County regulations.	
	Rating *SELECT RATING <i>Meets or Exceeds</i>
	Comments <i>THE GUIDANCE AND DIRECTION IS HELPFUL BUT NOT ALWAYS WITH CLARITY.</i>

Attach copies of all relevant supporting documentation

GOAL/OBJECTIVE #4

Develop and implement policies and procedures for zoning, land use and code enforcement hearings.

Rating *SELECT RATING *Exceeds*

Comments

All's Process of implementing policies and procedures is excellent

GOAL/OBJECTIVE #5

Serve as BOCC representative in public forums. Provide public with information on zoning and land use cases.

Rating *SELECT RATING *Exceeds*

Comments

Down state is at every zoning hearing to assist

GOAL/OBJECTIVES #6

Manage and supervise the Hearing Examiner's Office. Supervise day-to-day performance of support staff, Deputy Hearing Examiner and Hearing Examiners Pro Tem. Prepare performance evaluations and salary increases for the office. Oversee personnel matters and implementation of the budget.

Rating *SELECT RATING *Meets to Exceeds*

Comments

Can't provide a true insight to the efficiency of staff day to day. Budget work is efficient

Attach copies of all relevant supporting documentation

PART II: SKILLS

	<u>Does Not Meet</u>	<u>Needs Improvement</u>	<u>Meets</u>	<u>Meets to Exceeds</u>	<u>Exceeds</u>	<u>N/A</u>
Administrative Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Communication Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Interpersonal Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motivation Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organizational Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Strategic Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Self-Management Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Thinking Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Overall Rating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Attach copies of all relevant supporting documentation

PART VI: GOALS/OBJECTIVES FOR UPCOMING EVALUATION PERIOD

OBJECTIVE/MAJOR JOB FUNCTION

Objective/Major Job Function #1:

Provide legal analysis of zoning and land use requests. Prepare recommendations to the Board of County Commissioners on rezoning requests. Recommendations and final decisions must be consistent with County regulations and governing case law.

Objective/Major Job Function #2:

Provide equitable enforcement of County regulations through the quasi-judicial hearing process.

Objective/Major Job Function #3:

Notify BOCC, County Attorney's Office and County Administration of land use issues warranting more guidance/direction from the adopted County regulations.

Objective/Major Job Function #4:

Develop and implement policies and procedures for zoning, land use and code enforcement hearings.

Objective/Major Job Function #5:

Serve as BOCC representative in public forums. Provide public with information on zoning and land use cases.

Objective/Major Job Function #6:

Manage and supervise the Hearing Examiner's Office. Supervise day-to-day performance of support staff, Deputy Hearing Examiner and Hearing Examiners Pro Tem. Prepare performance evaluations and salary increases for the office. Oversee personnel matters and implementation of the budget.

These goals have been discussed and agreed upon by the undersigned employee and evaluator.

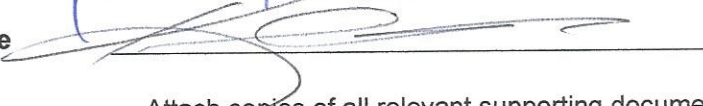
Employee Signature



Date

8/19/24

Evaluator Signature



Date

8/15/24

Attach copies of all relevant supporting documentation