

Annual 2025 Management (due 05 / 01 / 2026)  
 Due Date: Fri, May 1, 2026

**General Information**

<b>Position</b> ASST DIR OF PUBLIC WORKS	<b>Division</b> PUBLIC WORKS	<b>Evaluation Type</b> Periodic
<b>Department</b> Public Works	<b>Class Spec</b>	

**Ratings Summary : Darvin Williams**

<b>Total Score</b>	<b>Overall Rating</b>
1.9 out of 5 (38%)	Does Not Meet Expectations / 2.00

Rater	Type	Total Score	Overall Rating	Weight
Darvin Williams	Rater	1.9 out of 5 (38%)	Does Not Meet Expectations / 2.00	100 %

**Content**

Performance Factor Section   5 Point Rating Scale	Section Weight 100 %
<b>Agency Wide Competencies</b>	

<b>Knowledge of the Job</b>	Item Weight 10 %
<p>The effectiveness with which the employee applies the required skills and knowledge to the job.</p> <ul style="list-style-type: none"> <li>* Demonstrates and applies the knowledge and skills necessary to perform the job effectively.</li> <li>* Chooses appropriate tools or technology for tasks.</li> <li>* Understands and complies with position procedures and policies; and with external regulations, if any.</li> <li>* Remains current on new developments in area of responsibility.</li> <li>* Uses knowledge and skills to assist others and shares knowledge to improve team performance.</li> </ul>	
<b>Rater &amp; Rating</b>	<b>Comment</b>
Darvin Williams 4 Exceeds Expectations	Employee knowledge of the role and function of the Public Works Department Exceeds Expectations.

<b>Communication Skills.</b>	Item Weight 10 %
<p>To the extent required by the position, the effectiveness of the employee in transmitting information, including facilitation/participation in sharing information, and oral and written expressions</p> <ul style="list-style-type: none"> <li>* Demonstrates effective written and oral communication skills.</li> <li>* Communicates clearly and knowledgeably.</li> <li>* Encourages open communication and appropriately shares information with others.</li> </ul>	

\* Listens attentively and seeks to understand others.

\* Adapts communication to diverse audiences.

Rater & Rating

Comment

Darvin Williams  
1 Needs Improvement

While employee yields incredible knowledge in the exercise of her duties, the message often times gets lost in an apparent inability to be succinct. Far more problematic is a drive to interrupt others, including others when they are talking. This communication failure is compounded given that employee often expresses herself as the aggrieved party, as if she is not heard or listened to. A most destructive tendency is employee's penchant for sharing negative opinions about colleagues and her superior to employees.

Item Weight 10 %

### Managing and Measuring Work.

The manner and effectiveness with which the work is organized, assigned, monitored and measured to deliver the required results.

\* Understands and communicates strategic goals and plans to achieve them; sets clear objectives and measures; mobilizes resources to achieve shared strategic vision, goals and priorities.

\* Delegates well; clearly assigns responsibility for tasks and decisions. Sets clear expectations, monitors progress and holds direct reports equally accountable for results. Adjusts priorities when appropriate.

\* Plans and organizes workloads; establishes courses of action, timelines and milestones to ensure work is completed as required.

\* Develops and implements metrics to measure results using key performance indicators (e.g., quality, quantity, cost, timeliness and frequency of completion of assigned tasks).

Rater & Rating

Comment

Darvin Williams  
3 Meets Expectations

Employee exhibits an exceptional skillset in managing workflow. Struggles with adjusting priorities in line with leadership. These two extremes (one exceeding expectations and the other not) on balance render an overall score of Meets Expectations.

Item Weight 10 %

### Developing Subordinates.

The manner and effectiveness with which the supervisor develops and implements plans to effect professional growth and development of direct reports.

\* Seeks information about each direct report's career goals and develops and executes effective development plans for them.

\* Provides stretch assignments; encourages direct reports to accept developmental assignments as appropriate for future professional growth.

\* Manages expectations appropriately and proactively communicates any potential problems or roadblocks to employee development.

\* Holds frequent development discussions and enables direct reports to grow and succeed through timely delivery of constructive feedback, instruction and encouragement.

\* Provides training opportunities to help grow and retain talented employees.

\* Prepares thoughtful and meaningful performance appraisals for direct reports. Creates and follows through on the employee's Goal Agreement Form and Performance Improvement Plans (PIP), if required.

Rater & Rating

Comment

Darvin Williams  
1 Needs Improvement

The Public Works Department under Ms. McHenry's leadership lacks a clear chain-of-command. The consulting group, the Engineering Company, appears to hold an oversized role in administration and daily operation, i.e. addressing Commission at Commission meetings and hosting community workshops. Staff has questioned my office as to their role and indicated that the consultants are more engaged in the operations of the department than internal leadership.

Item Weight 10 %

### Motivating Others.

The manner and effectiveness with which the supervisor creates an environment that encourages and enables direct reports to

be engaged and motivated to perform to the best of their ability.

\* Leads and motivates by example.

\* Creates a climate in which people want to do their best; promotes confidence and optimistic attitudes; empowers others; pushes tasks and decisions down.

\* Assesses each person's strengths and uses it to get the best out of each employee.

\* Invites input from each person and shares ownership and visibility; is someone people like to work with.

\* Rewards and recognizes accomplishments. Differentiates reward given to employees based on their levels of performance.

Rater & Rating

Comment

Darvin Williams  
1 Needs Improvement

a number of employees of the Public Works Department have approached my office expressing that they avoid Ms. McHenry while working for her and have requested new leadership.

Item Weight 10 %

## Encouraging Accountability

Ensures that employees understand their level of accountability, including what they are responsible to deliver and are expected to undertake. Employees are confident about how much support they will receive when they accept ownership of projects and issues. This is in contrast to those individuals who leave too much room for interpretation when it comes to expectations and accountability, or who leave those who commit to do assignments feeling unsupported or abandoned when they encounter obstacles or need answers to questions that arise in the course of a project or task.

Rater & Rating

Comment

Darvin Williams  
1 Needs Improvement

In order to encourage accountability, one must be accountable. In the 90 days that I have worked with Ms. McHenry, I have mediated and also been a party to confrontations with her. While more frequently than not I find her professional stance on his to be sound and correct, the combative nature by which she engages others and a refusal to be accountable for the minutest component of the conflict renders even her victories problematic.

Item Weight 10 %

## Managing Employee Performance

Takes action to ensure that employees fully understand their roles, responsibilities and performance standards/expectations and provides ongoing feedback and support as employees strive to achieve expectations. Engages in two-way conversations throughout the year that ensure an up-to-date understanding of expectations, performance gaps and actions required to close any gaps. This is quite different from failing to adequately communicate expectations, being unaware of (or choosing to ignore) performance gaps, providing little or no support in overcoming barriers and failing to provide regular, ongoing feedback to employees.

Rater & Rating

Comment

Darvin Williams  
1 Needs Improvement

Ms. McHenry has drafted new employee positions and redrafted others without the support or guidance of the HR Department. Not having followed the appropriate protocols and processes, many positions are filled but have not been presented to the union as required.

Item Weight 10 %

## Building Team Environment

Establishes an environment that creates incentives for, and

eliminates barriers to, a team environment. For example, articulates common goals, communicates how individual roles contribute to team success, provides both clear direction and sufficient resources while removing or reducing obstacles to team success. Can also function as a team player who adds complimentary skills and contributes valuable ideas, opinions and feedback. This contrasts with those who reward competitive behavior within the team, fail to connect individual roles to team goals, talk/write about the importance of teamwork without providing adequate resources or fail to play a key role in neutralizing any other obstacles to team success.

Rater & Rating	Comment
Darvin Williams 1 Needs Improvement	Public Works, like many departments in the City, operate in a silo. Through my One City, One Team Initiative, we are working to centralize services, lower expenses, and improve output and reliability. In her maintenance of an Innovative specialist for her department, request for her department to have its own financial services support, and request for general software services for sole use by her department, many of the efforts of Ms. McHenry run counter to the direction that I am looking to move the City. For these reasons I score her Needs Improvement with regard to Building Team Environment.

Item Weight 10 %

### Productivity and Initiative

Meets or exceeds productivity standards with high quality work, demonstrating attention to detail that reflects well on the organization. Has successfully combined skills, ability and initiative to ensure that expectations relates to results/output are achieved. Recognizes opportunities and initiates actions to capitalize on them; looks for new and productive ways to make an impact seeking out and taking on increasing responsibility or resolving problems as they occur. Sees possibilities that others have not yet seen, or combines ideas and approaches suggested by others in a unique manner that results in breakthroughs and improvements. This is in contrast to those individuals who fail to meet standards due to a shortfall in essential skills, ability or the lack of initiative, have to be asked or instructed before taking action, seldom offering new ideas or taking additional responsibilities, or paying little attention to detail.

Rater & Rating	Comment
Darvin Williams 5 Outstanding	Ms. McHenry lacks no shortage in Initiative and the level of productivity is par excellence. She is very passionate about her work and takes a lot of pride in what she does. This level of exceptionalism speaks well on representation of her department and the City.

Item Weight 10 %

### Fiscal Responsibility

Manages budget prudently; monitors expenditures and identifies cost-saving opportunities.

Rater & Rating	Comment
Darvin Williams 1 Needs Improvement	At all times, Ms. McHenry's goal is to get it done, seemingly without regards to the cost or financial impact that getting it done expeditiously will have on the organization as a whole. Given that the City's biggest expenses, CIP, are under her purview, this is both a dangerous and precarious position as the City faces significant budgetary shortfalls. Her request to use General Funds for a parking lot that has never been ADA compliant instead of waiting for CRA approval is exemplary of this.

## Employee Narratives

### Overall Rating

Rater & Rating	Comment
Darvin Williams 2 Does Not Meet Expectations	Ms. McHenry has served as the Interim Public Works Director since my appointment as City Manager on February 3, 2026. Her performance has been a mixed bag of extreme highs and challenging lows. As noted in her evaluation, her knowledge, initiative, and productivity make her a welcome addition to the City. However, her often bombastic engagement with subordinates, laterals, and me, her superior, make working with or for her extremely challenging. The failure to follow the direction in which I am leading the City, specifically with regard to my placement of budgetary constraints and implementation of a solid chain-of-command, make it impossible for her to remain as the Interim Public Works Director at this time. I hereby am returning her to the Assistant Director role to afford her further evaluation and an opportunity to improve on noted challenges and deficiencies.

## Process

1

Rater  
**Darvin Williams**

Completed On  
Fri, May 1, 2026

By clicking certify and submit, you confirm that your rating is complete and accurate. Once your rating is submitted, you will no longer be able to make changes without administrator assistance.

2

Approval & Signature  
**Darvin Williams**

Completed On  
Fri, May 1, 2026

x Darvin Williams

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Signature  
**KERLYNE MCHENRY**

x \_\_\_\_\_