



**District Health Officer 2026**  
**Performance Evaluation**  
**Chad Kingsley**

**April 23, 2026**

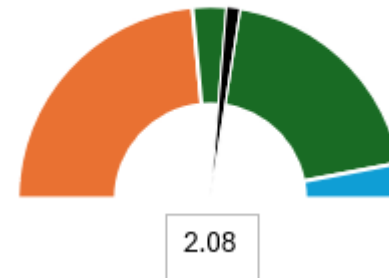
# Overall Rating for Chad Kingsley's

## 2026 Performance Evaluation

is 2.08- Effective

**Scoring Range**  
Overall Rating is Effective

1 – 1.99	Minimally Effective
2-2.99	Effective
3	Highly Effective



### Final Evaluation Score Sheet for Comparable Data

(Comparative to 2025)

Area for Evaluation	Averaged Score	Section Weight	Weighted Score
Section 1: Strategic Planning Initiatives	2.13	50%	1.07
Section 2: Board Relations	2.03	20%	.41
Section 3: Internal Leadership-Direct Reports	1.90	20%	.38
Section 4: Community Stakeholder Engagement	2.24	10%	.22
Final Evaluation Score			2.08

**A 4<sup>th</sup> category was added to obtain input from NNPH Staff who Supervise. Below is the scoring for Dr. Kingsley’s evaluation including all four (4) groups of participants. These results are kept separate from the results above as they include an additional group of evaluators who were not part of the 2025 evaluation process. This extra group of evaluators makes this rating not comparable to his 2025 evaluation.**

**The score below is separate and provides results including the input from the NNPH Staff who Supervise.**

**Final Evaluation Score Sheet (Includes Supervisor & Senior Position Input)**

**Not Comparable to 2025**

<b>Area for Evaluation</b>	<b>Averaged Score</b>	<b>Section Weight</b>	<b>Weighted Score</b>
Section 1: Strategic Planning Initiatives	2.13	50%	1.07
Section 2: Board Relations	2.03	20%	.41
Section 3: Internal Leadership-Direct Reports	1.90	10%	.19
Section 4: Community Stakeholder Engagement	2.24	10%	.22
Section 5: NNPH Staff Who Supervise	1.79	10%	.18
Final Evaluation Score			2.07

## Evaluation Parameters

### Performance Evaluation Requirements

- **Section 8.b of the current Employment Agreement between Northern Nevada Public Health and District Health Officer Chad Kingsley requires:**
  - **“Each year prior to or as near as possible to the anniversary date of Employee’s appointment as District Health Officer effective May 13, 2024, .... The District Board of Health will review and evaluate employee’s performance in accordance with the provisions of the Open Meeting Law.”**
- **NRS 241.033 requires:**
  - **Written Notice to employee of time and place of meeting at least 5 days before the meeting.**
  - **Written Notice of a list of general topics to be discussed.**

### Changes to the Performance Evaluation:

- **The District Board of Health (DBOH) voted to use the same management evaluation process used during 2025 for the District Health Officers annual evaluation, with minor adjustments:**
  - **Added a NA (not applicable) Participant has no basis for input response option**
  - **Added a separate rating group “NNPH Staff Who Supervise” which are not included in the original evaluation rate, so the original results remain comparable to Mr. Kingsley’s 2025 Evaluation.**
  - **Added a second score/rating for informational purposes that includes the results of the NNPH Staff Who Supervise information.**
- **Developed weighted components and specific objectives.**
- **Instituted three-point rating system & final evaluation rating.**

- **Five separate evaluation surveys were established utilizing the DBOH approved questions. Participants complete the questions related to their interactions with the District Health Officer.**
  - 1. District Board of Health Members completed: Strategic Planning Initiatives, Board Relations, Community Stakeholder and Narrative**
  - 2. Internal Leadership-Direct Reports completed: Internal Leadership questions and Narrative**
  - 3. Community Stakeholders completed: Community Stakeholder questions and Narrative.**
  - 4. NNPH Staff Who Supervise completed: Internal Leadership questions and Narrative (results included in the 2<sup>nd</sup> rating score for informational purposes)**

### **Survey Structure: Comparable score**

#### **4 weighted components**

- **Strategic Planning Initiatives (50%)**
- **Board Relations (20%)**
- **Internal Leadership – Direct Reports (20%)**
- **Community Stakeholder Engagement (10%)**

#### **1 non-weighted component**

- **Narrative – opportunity for growth (0%)**

### **NON-COMPARABLE SCORE:**

#### **5 weighted components**

- **Strategic Planning Initiatives (50%)**
- **Board Relations (20%)**
- **Internal Leadership – Direct Reports (10%)**
- **Community Stakeholder Engagement (10%)**
- **NNPH Staff Who Supervise (10%)**

#### **1 non-weighted component**

- **Narrative – opportunity for growth (0%)**

## Scoring:

- Developed and utilized a rubric to assign the score for each question.

Rating	Description
0	Participant has no basis for input
1	Minimally effective (Needs Improvement): partially met objective
2	Effective: met objective
3	Highly Effective: exceeded objective

- Score averaged by section and then multiplied by the weight for the category.
- Final evaluation score assigned based on rubric:

### Final Evaluation Score Sheet for 2026 **Comparable Data for 2026**

Area for Evaluation	Averaged Score	Section Weight	Weighted Score
Section 1: Strategic Planning Initiatives	2.13	50%	1.07
Section 2: Board Relations	2.03	20%	.41
Section 3: Internal Leadership-Direct Reports	1.90	20%	.38
Section 4: Community Stakeholder Engagement	2.24	10%	.22
Final Evaluation Score		100%	2.08

### Evaluation Score Sheet for Health Officers **2025 Evaluation** for comparable data

Area for Evaluation	Averaged Score	Section Weight	Weighted Score
Section 1: Strategic Planning Initiatives	2.54	50%	1.27
Section 2: Board Relations	2.56	20%	0.51
Section 3: Internal Leadership-Direct Reports	1.76	20%	0.35
Section 4: Community Stakeholder Engagement	2.62	10%	0.26
Final Evaluation Score			2.40

## Evaluation Score Sheet for **NON - Comparable Data**

Area for Evaluation	Averaged Score	Section Weight	Weighted Score
Section 1: Strategic Planning Initiatives	2.13	50%	1.07
Section 2: Board Relations	2.03	20%	.41
Section 3: Internal Leadership-Direct Reports	1.90	10%	.19
Section 4: Community Stakeholder Engagement	2.24	10%	.22
Section 5: NNPH Staff Who Supervise	1.79	10%	.18
Final Evaluation Score			2.07

### Timeline:



- **January 27, 2026, DBOH Chair contacted about which evaluation process to use for District Health Officer (DHO) 2026 annual review.**
- **February 18 & 19<sup>th</sup>, 2026 Performance Evaluation criteria / adjustments agreed to by DBOH Chair & Vice Chair.**
- **March 3, 2026, District Health Officer provides notification to DBOH Chair that his evaluation is coming due.**
- **March 26, 2026, District Board of Health (DBOH) approved DHO's evaluation questions, list of participants and process.**

- **March 26, 2026, DBOH Chair provides letter to DHO advising he will be evaluated in Open Meeting at the April 23, 2026, DBOH meeting.**
- **March 27, 2026, Surveys sent to participants. The survey ended April 6, 2026. Reminder emails sent March 31, 2026 & April 2, 2026.**
- **April 9, 2026, Board Member survey reopened per Chairs request- 1 board member was unable to complete prior to April 6<sup>th</sup> date. This allowed all 7-board members to participate in this year's 360 Feedback Survey.**
- **April 10, 2026, DHO Comparable Evaluation scores provided to Chair, Vice Chair and DHO.**
- **April 13, 2026, DHO Evaluation packet provided to Chair, Vice Chair and DHO including comments from the Comparable groups. Assistant County Manager requested that comments from the new group "Staff Who Supervise" are provided to the Health Officer so he can address staff comments within his feedback process established during the review period.**
- **April 14, 2026, results included in the April 23, 2026, DBOH Agenda Packet.**
- **April 23, 2026, DBOH conducts DHO evaluation in Open Meeting.**

# Survey Results

## District Health Officer

### Chad Kingsley's

# 2026 Performance Evaluation



## Survey Response Rate

**7 of 7 = DBOH Members responded**

[100.00% DBOH Member Response Rate](#)

**9 of 9 = Internal Leadership – Direct Reports responded**

[100% Internal Leadership Response Rate](#)

**28 of 42 = Community Stakeholders responded**

(35 Community Stakeholders & 7 DBOH Members invited to complete this section)

[66.67% Community Stakeholder Response Rate](#)

**88.89% Overall Comparable Response Rate**

**26 of 37 = NNPH Staff Who Supervise responded**

[70.27% NNPH Staff Who Supervise Response Rate](#)

**84.24% Overall Response Rate**



# Survey Results:

## Section 1: Strategic Planning Initiatives (weighted 50%)

<b>Strategic Planning Initiatives (weighted 50%)</b>		# of Highly Effective Ratings = 3 points each	# of Effective Ratings = 2 points each	# of Minimal Effective/Need Improvement Ratings = 1 point each	# of N/A No Input = "0" points	Avg of Ratings
1	Successfully implemented a structurally balanced budget for FY26 based on ACFR final report.	2	3	2	0	2.00
2	Obtained District Board of Health approval to a structurally balanced FY27 budget	4	2	1	0	2.43
3	Obtain Federal/State/Private grants and other funding to support key Strategic Plan initiatives	3	2	1	1	2.33
4	Successfully secured an increase in general fund allocations from the County to support public health efforts and achieve a balanced budget.	3	2	2	0	2.14
5	Develop and manage annual budgets, ensuring that funding is allocated effectively to meet strategic health priorities.	2	2	3	0	1.86
6	Obtain DBOH acceptance of the organization's strategic plan that addresses both short-term and long-term community health needs.	1	6	0	0	2.14
7	Achieve full compliance to maintain Public Health Accreditation by the Public Health Accreditation Board.	3	2	1	1	2.33
8	Foster a positive and productive work environment by implementing strategies to improve employee satisfaction, ensuring that employee survey results meet or exceed the County's rating.	0	3	2	2	1.60
9	Exhibits strong leadership by utilizing data to guide decision-making that aligns with the district's Strategic Priorities	1	3	2	1	1.83
10	Effectively implemented a workforce optimization plan that includes restructuring programs, responsibilities and workflows based on best practices to improve efficiency and improve overall service delivery.	1	4	1	1	2.00

11	Provided strategic leadership in convening cross-sector partners to advance the Community Health Assessment and successfully established shared community health priorities.	2	4	1	0	2.14
12	Achieve review of plans to ensure compliance with established regional benchmarks.	3	2	1	1	2.33
13	Advocates for public health by effectively articulating emerging public health objectives and best practices to stakeholders, ensuring informed decision-making and support for necessary policy changes to influence public health legislation.	2	1	3	1	1.83
14	Successfully implemented NNPH's workforce development plan with measurable strategies that enhance recruitment, retention, training and leadership development, ensuring staff are well equipped to meet the district's public health goals and address emerging health challenges.	1	4	2	0	1.86
15	Achieved at least 70% of strategies outlined in the strategic plan to address community health needs and emerging public health threats.	3	3	0	1	2.50
16	Actively addresses health disparities in underserved communities by integrating equity-focused initiatives into NNPH's Strategic Plan, ensuring that all populations have the opportunity to achieve optimal health outcomes.	3	3	0	1	2.50
17	Conducts regular emergency response drills and actively implements after action results with all key stakeholders to test readiness and improve response systems.	2	3	0	2	2.40
<b>Overall Average</b>						<b>2.13</b>

- **Dr. Kingsley received an overall 2.13 Effective rating for the Strategic Planning Initiative survey.**

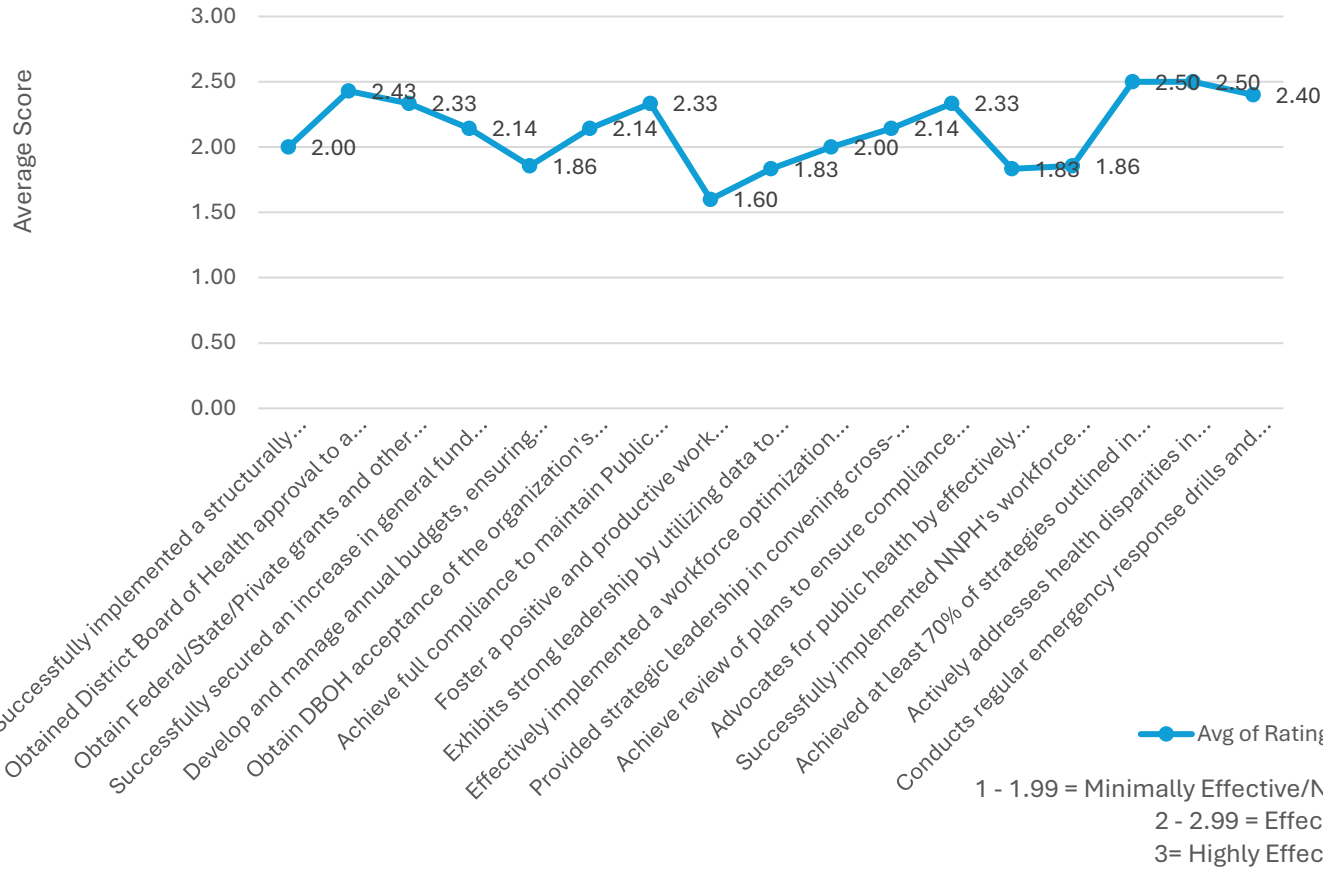
**Section average = 2.13**

**1- 1.99 = Minimally Effective (Needs Improvement)**

**2 – 2.99 = Effective 3= Highly Effective**

## Strategic Planning Initiatives (weighted 50%)

Overall rating is 2.13



## Survey Results:

### Section 2: Board Relations (weighted 20%)

<b>Board Relations (weighted 20%)</b>		# of Highly Effective Ratings = 3 points each	# of Effective Ratings = 2 points each	# of Minimal Effective/Need Improvement Ratings = 1 point each	# of N/A No Input = "0" points	Avg of Ratings
1	Effectively implements the Board's policy directions and philosophy	2	2	2	1	2.00
2	Clearly articulates complete and accurate information to all Board members in a transparent and timely manner.	2	2	2	1	2.00
3	Effectively communicated and began implementation of Strategic Plan Initiatives.	2	3	2	0	2.00
4	Demonstrates a comprehensive understanding of organizational operations.	2	2	2	1	2.00
5	Actively updates key stakeholders by sharing data, reports and the rationale behind public health decisions and initiatives, demonstrating a commitment to accountability.	2	3	1	1	2.17
<b>Overall Rating</b>						<b>2.03</b>

- **Dr. Kingsley received an overall 2.03 – Effective rating for the Board Relations survey.**

**Section average = 2.03**

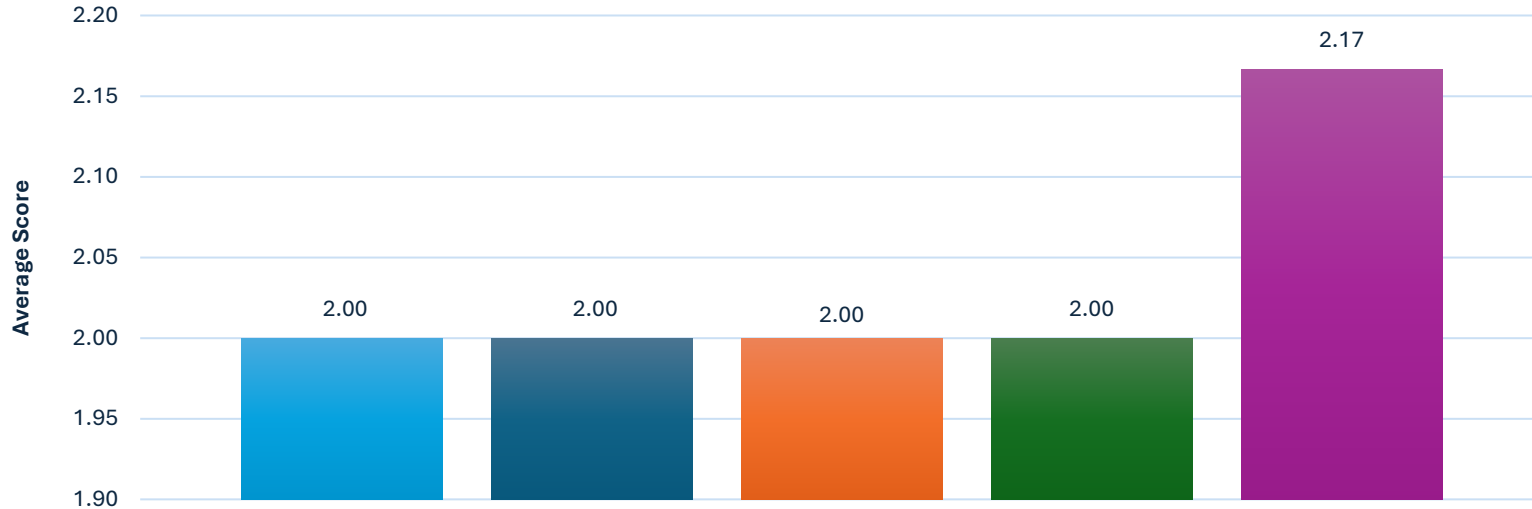
**1-1.99 = Minimally Effective (Needs Improvement)**

**2-2.99 = Effective**

**3 = Highly Effective**

## Board Relations (weighted 20%)

Overall Rating 2.03%



1-1.99 = Minimally Effective/Needs Improvement: 2 - 2.99 = Effective : 3=Highly Effective

- Effectively implements the Board's policy directions and philosophy
- Clearly articulates complete and accurate information to all Board members in a transparent and timely manner.
- Effectively communicated and began implementation of Strategic Plan Initiatives.
- Demonstrates a comprehensive understanding of organizational operations.
- Actively updates key stakeholders by sharing data, reports and the rationale behind public health decisions and initiatives, demonstrating a commitment to accountability.

## Survey Results:

### Section 3: Internal Leadership-Direct Reports

(weighted 20% in Comparable score, weighted 10% in non-comparable score)

<b>Internal Leadership (weighted 20%)</b>		# of Highly Effective Ratings = 3 points each	# of Effective Ratings = 2 points each	# of Minimal Effective/Need Improvement Ratings = 1 point each	# of N/A No Input = "0" points	Avg of Ratings
1	Functions as an effective leader of the organization; understanding organizational operations, gaining trust, respect and collaboration.	1	4	4	0	1.67
2	Fosters a culture that prioritizes data-driven decision-making using data analytics from the performance management system to assess performance and identify areas for improvement.	2	4	2	1	2.00
3	Values staff and recognize them for their contributions	4	5	0	0	2.44
4	Works to be an effective liaison between Board members and staff; allowing staff the space needed to successfully execute the Board policies.	4	3	2	0	2.22
5	Provides clear directions to address Strategic Plan initiatives.	0	3	5	1	1.38
6	Effectively manages organizational change by establishing clear expectations, and ensuring staff are adequately supported and that changes result in improved health service delivery.	1	4	4	0	1.67
<b>Overall Average</b>						<b>1.90</b>

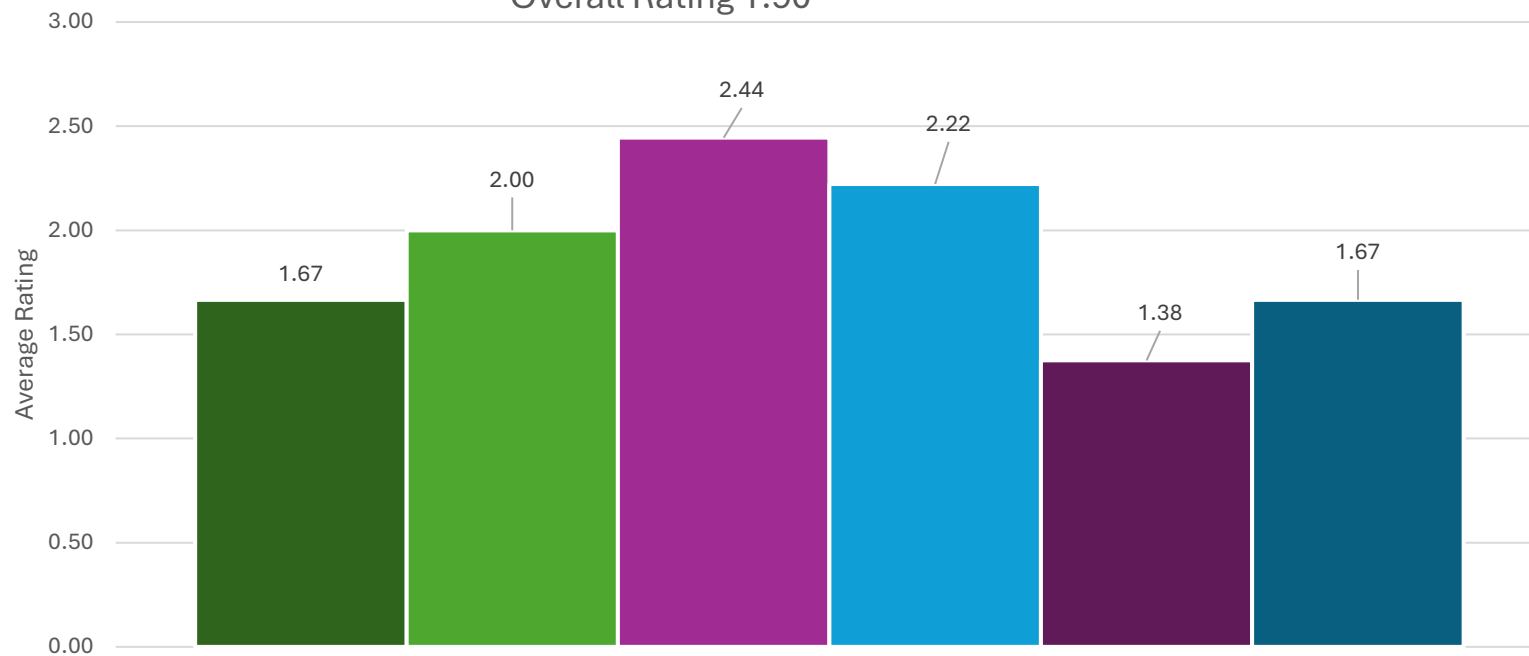
- **Dr. Kingsley scored well in the “Values staff and recognize them for their contributions.”**

**Section average = 1.90**

**1 – 1.99 = Minimally Effective (Needs Improvement)**

**2 – 2.99 = Effective 3= Highly Effective**

Internal Leadership (Weighted 20%)  
Overall Rating 1.90



1-1.99 = Minimally Effective/Needs Improvement: 2-2.99 = Effective:  
3 = Highly Effective

- Functions as an effective leader of the organization; understanding organizational operations, gaining trust, respect and collaboration.
- Fosters a culture that prioritizes data-driven decision-making using data analytics from the performance management system to assess performance and identify areas for improvement.
- Values staff and recognizes them for their contributions
- Works to be an effective liaison between Board members and staff; allowing staff the space needed to successfully execute the Board policies.
- Provides clear directions to address Strategic Plan initiatives.
- Effectively manages organizational change by establishing clear expectations, and ensuring staff are adequately supported and that changes result in improved health service delivery.

# Survey Results:

## Section 4: Community Stakeholder Engagement (weighted 10%)

<b>Community Stakeholder Engagement (weighted 10%)</b>		# of Highly Effective Ratings = 3 points each	# of Effective Ratings = 2 points each	# of Minimal Effective/Need Improvement Ratings = 1 point each	# of N/A No Input = "0" points	Avg of Ratings
1	Practice timely and effective communication with all stakeholders on emerging public health threats within the County.	11	10	2	5	2.39
2	Accessible to leadership of other agencies, jurisdictions, and organizations; displaying appropriate diplomacy and tact.	12	11	4	1	2.30
3	Established and maintain effective communication and coordination with key stakeholders across the region and state to align health priorities, ensuring timely and collaborative action.	10	11	3	4	2.29
4	Effectively communicates organizational goals, initiatives, and performance metrics to key stakeholders.	9	8	9	2	2.00
Overall Rating						2.24

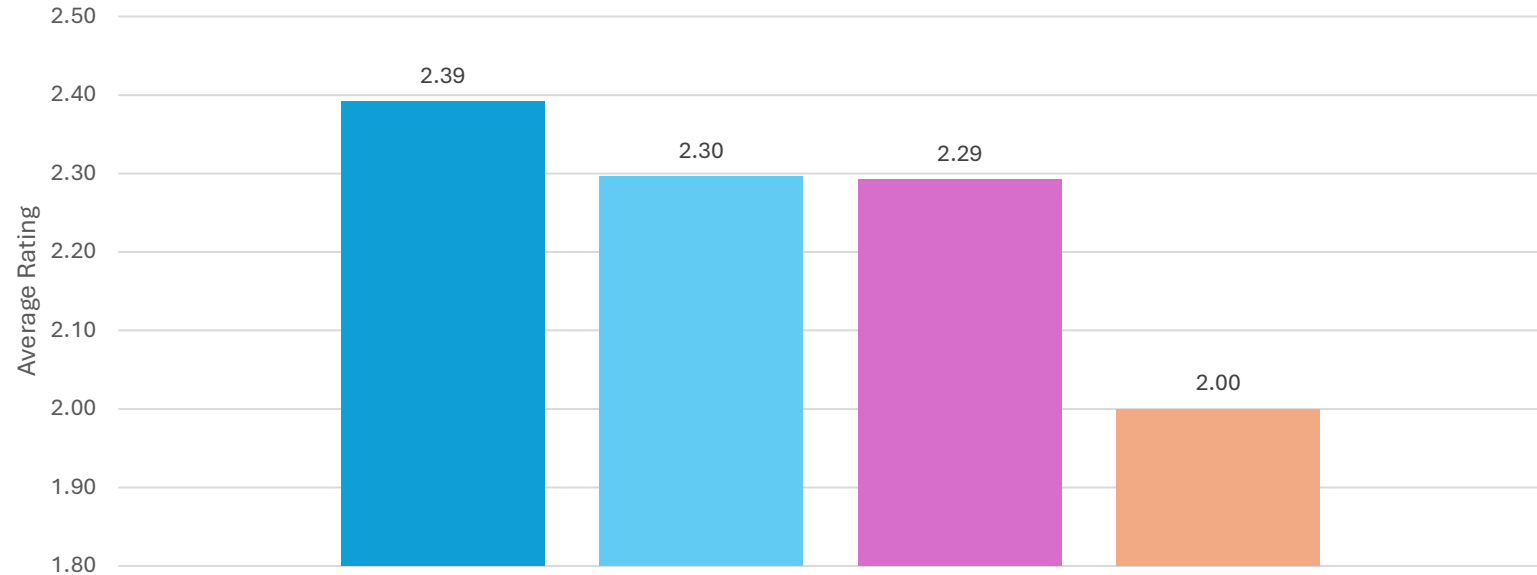
- **Dr. Kingsley was rated effective or highly effective by many participants for accessibility and communication.**

**Section average = 2.24**

**1-1.99 = Minimally Effective (Needs Improvement)**

**2-2.99 = Effective, 3= Highly Effective**

## Community Stakeholder Engagement (Weighted 10%) Overall Rating 2.24



1-1.99 = Minimally Effective/Needs Improvement: 2-2.99 = Effective:  
3= Highly Effective

- Practices timely and effective communication with all stakeholders on emerging public health threats within the County.
- Accessible to leadership of other agencies, jurisdictions, and organizations; displaying appropriate diplomacy and tact.
- Established and maintain effective communication and coordination with key stakeholders across the region and state to align health priorities, ensuring timely and collaborative action.
- Effectively communicates organizational goals, initiatives, and performance metrics to key stakeholders.

**Survey Results: Only included in the 2<sup>nd</sup> scoring results**

**Section 5: NNPH Staff Who Supervise (weighted 10%)**

<b>Internal Leadership (weighted 20%)</b>		# of Highly Effective Ratings = 3 points each	# of Effective Ratings = 2 points each	# of Minimal Effective/Need Improvement Ratings = 1 point each	# of N/A No Input = "0" points	Avg of Ratings
1	Functions as an effective leader of the organization; understanding organizational operations, gaining trust, respect and collaboration.	3	11	10	2	1.71
2	Fosters a culture that prioritizes data-driven decision-making using data analytics from the performance management system to assess performance and identify areas for improvement.	4	7	10	5	1.71
3	Values staff and recognizes them for their contributions	10	13	3	0	2.27
4	Works to be an effective liaison between Board members and staff; allowing staff the space needed to successfully execute the Board policies.	3	7	5	11	1.87
5	Provides clear directions to address Strategic Plan initiatives.	1	6	6	13	1.62
6	Effectively manages organizational change by establishing clear expectations, and ensuring staff are adequately supported and that changes result in improved health service delivery.	3	7	12	4	1.59
<b>Overall Average</b>						<b>1.79</b>

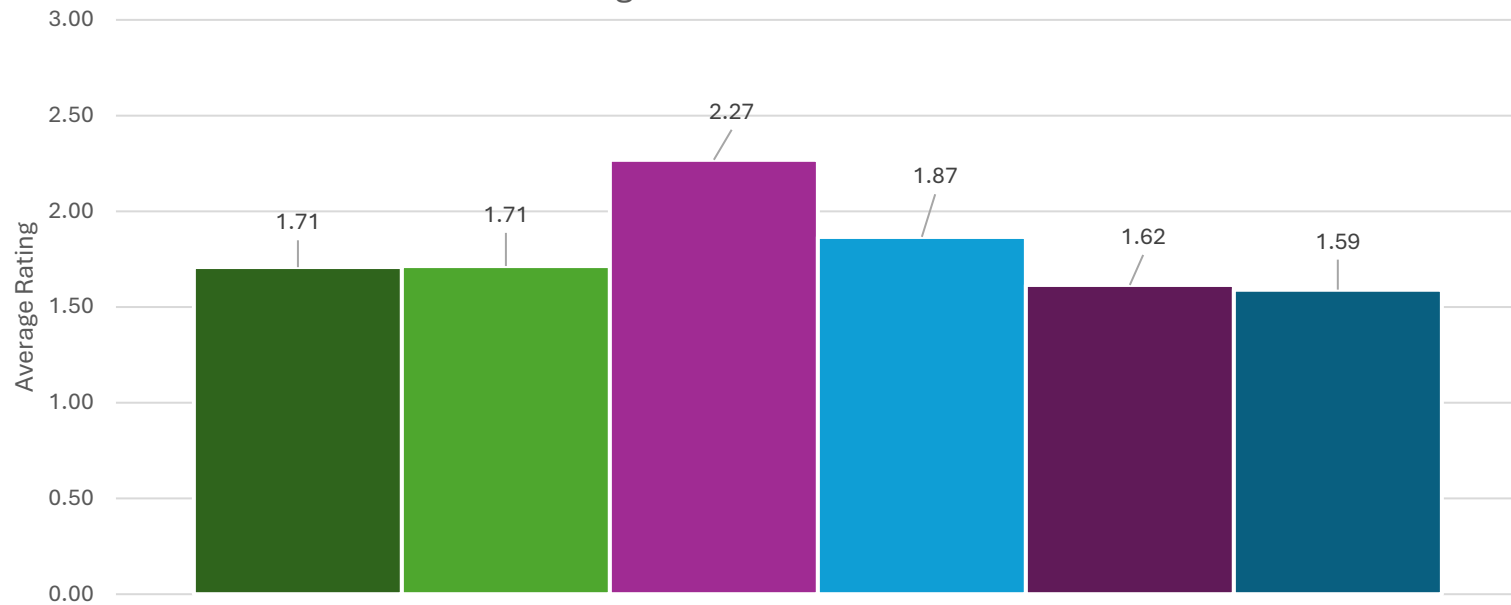
- **Dr. Kingsley was rated effective or highly effective by many participants in the “Values staff and recognizes them for their contributions”.**

**Section average = 1.79**

**1-1.99 = Minimally Effective (Needs Improvement)**

**2 – 2.99 = Effective, 3= Highly Effective**

NNPH Staff Who Supervise  
Weighted 10%  
Rating 1.79



1-1.99 = Minimally Effective/Needs Improvement: 2- 2.99 = Effective:  
3 =Highly Effective

- Functions as an effective leader of the organization; understanding organizational operations, gaining trust, respect and collaboration.
- Fosters a culture that prioritizes data-driven decision-making using data analytics from the performance management system to assess performance and identify areas for improvement.
- Values staff and recognizes them for their contributions
- Works to be an effective liaison between Board members and staff; allowing staff the space needed to successfully execute the Board policies.
- Provides clear directions to address Strategic Plan initiatives.
- Effectively manages organizational change by establishing clear expectations, and ensuring staff are adequately supported and that changes result in improved health service delivery.

## Comments from the Narrative Section listed in random order:

<b>Chad Kingsley 2026 Performance Evaluation Results</b>	
	<b>Narrative Comments – Comments from Comparable Group - Board Members, Internal Leadership/Division Directors and Community Stakeholders – in random order.</b>
1	<p><b>Strategic Planning Initiatives</b> Dr. Kingsley has demonstrated strong leadership in advancing the strategic priorities of Northern Nevada Public Health over the past year. The organization has maintained a focus on fiscal responsibility, including balanced budgeting and aligning resources with community health priorities. These efforts are particularly important given the uncertainty in public health funding and workforce challenges nationally. In addition, Dr. Kingsley has continued to advance implementation of the strategic plan and strengthen partnerships necessary to address regional health needs. His work convening cross-sector partners and supporting the Community Health Assessment process has helped position NNPH as a leader in regional public health planning. The organization has also maintained compliance with accreditation standards and continues to build operational capacity through workforce development and performance management efforts. Overall, Dr. Kingsley has demonstrated effective strategic leadership and continues to move the organization in a positive direction.</p> <p><b>Board Relations</b> Dr. Kingsley has maintained a strong and professional working relationship with the District Board of Health. He consistently provides timely and transparent information and demonstrates a solid understanding of the operational and policy issues facing Northern Nevada Public Health. He has effectively communicated organizational priorities and strategic initiatives, allowing the Board to make informed decisions. His willingness to engage with the Board and provide context on complex public health issues has been valuable. Overall, Dr. Kingsley has effectively implemented the Board’s policy direction and maintained a productive and collaborative relationship with Board members.</p> <p><b>Internal Leadership</b> Dr. Kingsley leads a complex public health organization with multiple divisions and operational responsibilities. Over the past year, he has worked to strengthen coordination across divisions and support implementation of strategic initiatives. As with many organizations undergoing change and modernization, continued progress in internal communication, delegation, and leadership alignment will remain important. The Board recognizes that building a strong and cohesive organizational culture takes time and sustained effort. Dr. Kingsley has demonstrated a commitment to improving internal leadership and workforce engagement, and the Board encourages continued focus in these areas moving forward.</p> <p><b>Community Stakeholder Engagement</b> Dr. Kingsley has effectively represented Northern Nevada Public Health in regional and statewide public health efforts. He maintains strong relationships with local governments, healthcare providers, academic institutions, and community partners. His collaborative approach has helped strengthen coordination across jurisdictions and ensure that NNPH remains engaged in addressing regional public health priorities. Stakeholder engagement remains a key strength and supports the organization’s broader mission.</p> <p><b>NNPH Supervisors and Staff Engagement</b> Dr. Kingsley continues to work toward strengthening internal communication and alignment across all levels of the organization, including supervisory staff. As NNPH continues to grow and evolve, maintaining clear direction, consistent communication, and support for supervisors will be critical. The Board recognizes the complexity of leading a large public health organization and encourages continued focus on building leadership capacity and supporting supervisors in executing organizational priorities.</p> <p><b>Overall Evaluation</b> Dr. Kingsley has provided steady and thoughtful leadership to Northern Nevada Public Health during a period of continued change and evolving public health challenges. The organization has made meaningful progress in advancing strategic priorities, maintaining fiscal responsibility, and strengthening regional partnerships. The Board recognizes both the accomplishments.</p>

2	There has been meaningful improvement in in communication this year, and I appreciate the increased clarity and transparency provided. I'm hopeful that continued growth in this area will further strengthen our alignment and provide clearer direction as we implement the strategic plan and navigate ongoing change management efforts. Sustaining this momentum will be instrumental in supporting NNPH's success.
3	This is Frank Lepori, the problem/issue I had, and others had, Dr Kingsley and team listened took the criticism, tweak the process and I have not heard of anyone complaining like before DR Kingsley took over. In my opinion Dr Kingsley did his job professionally, protecting his team and listening to the community. Great job, thank you
4	I would like to provide a few examples where Dr. Kingsley communicated with my organization at critical moments. When the GSR experienced a potential mass casual event, Dr. Kingsley was quick to communicate with Reno Police and Fire, Renown Regional Medical Center and REMSA to ensure that all agencies were coordinated. Secondly, when a patient in the community was diagnosed with measles, Dr. Kingsley promptly notified EMS to exercise caution and awareness for further cases.
5	Chad has navigated a few extremely difficult cases well. He is able to collect and synthesize data to reach a conclusion prior to acting.
6	Chad has not demonstrated the executive leadership required for effective oversight of NNPH operations. He continues to face challenges in managing complex operational and organizational issues and does not consistently implement the most effective course of action. This has led to increased reliance on staff for matters requiring executive-level preparation, insight, and decision-making, which is placing staff in unnecessary and awkward situations, sometimes pitting them against each other and others. The lack of effective oversight has eroded trust both internally among employees and externally with stakeholders putting our community at risk and eroding confidence in NNPH. Additionally, his handling of legal guidance has been inconsistent, with multiple instances of misinterpreted or improperly applied advice, leading to confusion and operational strain. The recurring pattern has caused avoidable complications and reduced clarity in decision-making. Despite Washoe County's investment in funding his professional development over the past year, following last year's performance review, to enhance his communication and leadership skills, observable progress has not been made.
7	Appreciate Chad's work to address long standing issues.
8	Lacking data to make informed evaluation
9	Staying ahead of the politics influencing DBOH actions and more effective proactive working with their members
10	Chad is doing a great job!
11	How the consultant report is managed will be a major undertaking this next operational year. Several personnel and customer issues were identified as needing attention. the issues are critical to the health community. Smoother personnel interactions are needed.
12	Dr. Kingsley should spend more time collaborating with external stakeholders including state agencies. He should also trust his subject matter experts as well as those he collaborates with. He should also focus more on the actual needs of the community rather than perceived needs.
13	I have greatly enjoyed working alongside Chad. He was a great choice for the role.

14	Dr. Kingsley's performance over the past year has fallen short of expectations, particularly in the areas of communication and leadership. Communication with board members and key stakeholders has been inconsistent and, at times, insufficient to support informed decision-making. This has been compounded by a lack of clear, decisive leadership during critical periods, which has hindered organizational alignment and confidence. Combined, these issues have impacted both operational effectiveness and trust at the board level. In the coming year, I expect to see measurable improvement in transparent and timely communication and stronger and more decisive leadership that restores confidence at both the board and stakeholder levels.
15	It has been great working with Chad on NACCHO's federal advocacy priorities. Look forward to continuing to work on our shared goals.
16	The REMSA agreement process lacked transparency and felt very rushed. The apparent lack of legal review and approach left a lot to be desired.
17	The Franchise has been a challenge for the Health District. Community input is required with any ordinance or code changes with at least two public meetings. Transparency for the franchise should follow rules.
18	During the second year of Dr. Kingsley's tenure, the expected progression in leadership, decision-making, and organizational fluency at NNPH has not materialized, resulting in a persistent gap between executive requirements and actual performance. While his recent accomplishment letter attempts to highlight organizational successes, the document suffers from a lack of clarity and a disjointed narrative that suggests an over-reliance on generative AI tools. This pattern of communication—characterized by verbosity, frequent shifts in focus, and a failure to provide actionable information—has become a consistent barrier to institutional progress, often leaving staff confused and without clear direction. Of particular concern is a sustained lack of preparation that has transitioned from a first-year learning curve into a second-year performance deficiency. Dr. Kingsley frequently enters meetings without a defined strategy or a grasp of the necessary technical details, often resorting to "winging it" rather than providing informed guidance. His contributions during these sessions are often misaligned, creating an environment where staff are hesitant to provide feedback. This lack of foresight frequently results in discussions that conclude without resolution or next steps, as a tendency to become overwhelmed by diverse viewpoints often leads to a premature abandonment of the core topic. The lack of administrative discipline, coupled with an inability to provide competent strategies for NNPH's budget challenges, has significantly eroded institutional trust. Ultimately, while Dr. Kingsley does possess a positive personal demeanor, his lack of preparation and his failure to meet the foundational expectations of his role have placed the organization's reputation and internal morale on a downward trajectory.
19	Dr. Kingsley could focus on internal organization to ensure appropriate leadership which would allow him to manage a difficult board.
20	The toxic internal culture at NNPH impacts the ability of outside organizations to effectively work with the health district. Culture starts at the top. The narrative of preserving psychological safety in the cover letter provided does not appear to be happening in actual practice at the health district. From my organization's perspective, Dr. Kingsley needs to improve his ability to listen to expertise, internal and external, and focus on his job and trust his team to focus on theirs. Dr. Kingsley appears to be involved in various state and national initiatives per the cover letter. While this is important, it should come secondary to preserving and strengthening the organization he has been hired to lead.
21	Communications to stakeholders around initiatives, key meetings, etc.
22	None

23	Very enjoyed working with Chad. Keeping doing the great job!
24	Dr. Kingsley faces ongoing challenges in fulfilling his executive leadership duties effectively. He operates outside his areas of expertise without seeking proper subject-matter guidance, leading to missed opportunities, inefficiencies, and preventable setbacks. Communication with internal and external stakeholders is inconsistent and sometimes unclear, causing confusion about priorities, expectations, and organizational direction. This poor communication has also led to a lack of trust and weakened partnerships within the community.