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**CONFIDENTIAL**

December 21, 2020

Glenn Steckman, City Manager  
City of Nome

Re: Management Audit of the Nome Police Department

Dear Mr. Steckman

Former Nome City Manager, Mr. John K. Handeland, requested Russell Consulting LLC to perform an assessment of the police department and make specific recommendations that conform to industry best practices. The report below details the areas which were examined and evaluated during the on-site assessment. Recommendations are not necessarily made in order of priority or importance.

## **Nome Police Department Overview:**

The City of Nome is the oldest municipal government in the State of Alaska, having been established by charter in 1901. Located on the coast of the Norton Sound, Nome serves as hub for about 15 surrounding communities. Known for mining and the Iditarod, the City also has a well-established port and transportation infrastructure. Static population of Nome is approximately 3,600 full-time residents with seasonal influxes of population for tourism, industry, and special events. The Nome Police Department serves as the 24-hour contact point for police, fire, ambulance, emergency services, and emergency operations for the larger geographic area.<sup>1</sup>

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<sup>1</sup> APOA Directory, 2020

At the time of this report, the department has twenty two (22) employees, including a Chief of Police, a Deputy Chief of Police, two patrol sergeants, seven sworn police officers, two investigators, one Community Services officer, an Evidence Custodian, an Administrative Assistant, and a professional dispatch<sup>2</sup> center employing a Dispatch Supervisor and seven Communications Officers.<sup>3</sup> The department has ongoing recruitment providing the prospective employee with useful information on their website. Job vacancies are posted online as well as in local and statewide media outlets.

At the time of this report, department personnel were represented by a collective bargaining unit, receiving special pay incentive for shift differential coverage. Entry level police officer pay was dependent upon experience.

Nome PD received approximately 13,345 calls for service<sup>4</sup> with approximately 8,000 of those calls resulting in at least one officer being dispatched. The department maintains full-time sworn personnel to respond to child abuse/endangerment, community policing, domestic violence, internal affairs, juvenile crime, missing persons/children, and repeat offenders. The department has dedicated personnel to address crime prevention, crime analysis<sup>5</sup>, impaired drivers, and prosecutor relations. The department addresses, but does not have dedicated personnel, to address bias/hate crimes, bomb/explosive disposal, cybercrime, drug education in schools, methamphetamine labs, research and planning, school safety, terrorism/Homeland Security, and victim assistance. The department does not have personnel assigned to any multi-agency task force.<sup>6</sup>

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<sup>2</sup> Basic 911 that is capable of displaying the phone number of wireless callers, not their location.

<sup>3</sup> Nome PD [website](#) information (updated to reflect current composition of department)

<sup>4</sup> Date collected from 07/01/2019 to 06/30/2020

<sup>5</sup> The department has upgraded technology in the past year to support the analysis of community problems/crime trends.

<sup>6</sup> During my last visit to Nome, the FBI was assisting in the search and investigation of a missing woman and used the department's Emergency Operations Command Center as its primary office while in Nome.

**Facility:**

The Nome Police Department's building is at 102 Greg Kruschek Avenue and is easily recognized by building signage. There is adequate parking for employees and members of the public. Members of the public access the building through a main doorway on the front of the facility, entering a large foyer. Visitors are contacted by Dispatch (able to view building entrance and visitors from their office and via camera coverage) and directed to where they need to go. Employees enter the building by the rear entrance using their issued access credentials (an access card) for the electronic lock securing the door. Access credentials are given to all employees; however, not employees have the same access to all parts of the building. Access to certain parts of the building is limited to those whose job requires it.<sup>7</sup> When an access credential is used, lock activity is automatically recorded in Dispatch, allowing for potential card activity audit or review.

The building is relatively modern and spacious. Work areas are adequate, well lit and ventilated, and office space allows for growth. Technology normally associated with modern police departments is not hindered by the building location or design. The building is shared with the ambulance (EMS) and includes a conference room that also serves as an Emergency Operations Command Center / Joint Task Force Room when needed. The facility was clean and organized.<sup>8</sup>

The department does not have a jail<sup>9</sup>; however, there is an area where prisoners can be briefly secured during DUI processing. This area is clean, well lit, and used during Data Master testing (alcohol breath testing) associated with post DUI arrest procedures.

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<sup>7</sup> Examples: Communications personnel do not have access to the Records Room or the Evidence Room.

<sup>8</sup> Regular custodial services kept the work and visitor areas clean, relatively dust free, and clear of clutter.

<sup>9</sup> Arrested individuals are transported to Anvil Mountain Correction Center, generally by the arresting officer.

The department has two (2) interview rooms. Neither interview room had electrical outlets before November 2020, limiting their utility use as an interview room. In addition to electrical outlets, both now have audio and visual recording capabilities. One interview room now includes a recently purchased polygraph instrument which further enhances and supports the investigative ability of the department.<sup>10</sup>

The video/audio feed from the interview rooms is currently monitored off-site by non-police personnel.<sup>11</sup> This presents an unacceptable compromise of the room's intended use.<sup>12</sup>

Archived departmental records are stored in locked room immediately adjacent to the Administrative Assistant's work station. All police records, other than those associated with active cases being worked by police officers, investigators, or are being reviewed by supervisors, are kept in locked filing cabinets. Access to the department's record room is limited to those with a key, specifically the Chief of Police and the Administrative Assistant.

There were no major building maintenance issues observed during the on-site visit; however, prior to the on-site visit the building's septic system overflowed from a lack of regularly scheduled maintenance. Restrooms were unable to be used until the system could be emptied and cleaned.

***Recommendations:***

1. Discontinue remote or off-site monitoring of departmental audio and video feeds. See footnote
2. Identify maintenance items and schedule regular maintenance for operational upkeep and cleanliness of facility

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<sup>10</sup> Deputy Chief Pruckner is a certified polygraphist and able to assist the department with its investigations.

<sup>11</sup> Although intended to facilitate technology support off-site, this also has the potential to compromise investigative integrity and the unauthorized release of confidential or protected information.

<sup>12</sup> The FBI declined to use the department's interview rooms due to the unacceptable off-site monitoring of the rooms.

**Police:**

The police division consists of the Nome Police Department consists of a police chief and a deputy police chief, an administrative assistant, an evidence custodian, two patrol sergeants, two investigators, and five full time police officers. The police chief is the executive officer for the entire department and is currently filled by Mike Heintzelman. Although he initially served as Deputy Chief and later as the Interim Chief of Police, he is now the full-time Chief of Police.

Efficient and effective public safety departments do not just happen. They need a great deal of planning and professional management. Competent police administrators must possess the management “know how” to build a strong department to ensure the uninterrupted delivery and continuous improvement of police services to the community they serve. They draw on a wealth of skills to get that job done. The job includes:

**Administration of personnel**—providing direction and leadership to department personnel.

**Management of public funds**—ensuring the cost-effectiveness of programs, balancing budgets, and securing the financial health of the agency.

**Implementation of programs and policies**—working with elected officials and community leaders to achieve common goals and objectives for the community.

**Coordination of service delivery**—anticipating future needs, organizing work operations, and establishing timetables to meet community needs.

Above all else, today's professional police chief brings to the communities they serve a commitment to maintaining the public trust and confidence in the local police department, achieving equity and social justice, affirming human dignity, and improving the quality of life for all residents and visitors. To accomplish this, the administrator must:

- Work with the City Manager and elected officials as they develop policies. The administrator will often be called upon to discuss problems and recommendations, propose new plans, or discuss issues that affect the city and its residents.

- Ensure that laws and policies approved by elected officials are equitably enforced throughout the city.
- Seek feedback from residents and members of the business community to address and solve problems.
- Prepare the annual budget, submit it to elected officials for approval, and implement it once approved.
- Supervise administrative personnel, other employees, and all volunteers associated with the department.
- As directed by city administration, solicit bids from contractors and select or recommend the appropriate individual(s) or organization(s) to perform the work.
- Investigate citizen complaints and problems concerning the department and recommend changes to elected officials.
- Manage the day-to-day operations of the department.

Chief Heintzelman possesses a calm and reassuring demeanor, and uses it effectively to calm and direct his department. His common sense, professional experience, and a knowledgeable approach to problem solving have helped stabilize the department and focused it on its mission of serving and protecting the citizens and guests of Nome. The Chief's expressed desire is inspire, train, motivate, and equip department personnel to restore the community's trust in the police department. Employees consider him trustworthy, professional, available, responsive, supportive, and deserving of loyalty.

Police officers who were not on vacation were interviewed as part of the on-site assessment. The officers spoke with candor and expressed both personal and professional opinions regarding management and operations of the department. Additionally, all police department personnel were given an anonymous, online survey to complete. The survey included questions ranging from job satisfaction, supervisor interaction, career growth potential, peer interaction, expectations, and likelihood of seeking employment elsewhere. Results of this survey are included in Appendix 4. Previously noticed discontent and distrust among police department personnel was significantly reduced, obviously mitigated by expressed trust and

confidence in Chief Heintzelman's leadership style and priorities.

***Recommendations:***

1. Develop a training program that emphasizes experience, leadership, community policing, and professional development of staff that includes a 5-year training plan towards the development of in-house instructors.
2. Training – provide in-service training to comply with mandatory state requirements; establish a formalized FTO program and on-boarding program (firearms, blood borne pathogens, first aid, Data Master, etc.) to include seasonal officers (based on longevity and career development. Refer to Appendix 1.
3. Follow training matrix for professional police development – beyond academy basics. Refer to Appendix 1.
4. Pursue police agency accreditation through the [Commission on Accreditation for Law Enforcement Agencies](#), the [Oregon Accreditation Alliance](#), or similar. Recognizing the expense and challenge of agency accreditation, this recommended pursuit must include planning, budgeting, and allocation of departmental resources and personnel.
5. Police Chief to develop professional contacts within Alaska by joining and participating in the [Alaska Chiefs of Police Association](#).
6. Prepare monthly and annual reports for City Council.
7. Become, or appoint, a well-qualified and capable Public Information Officer to regularly disseminate narrative information to the community in the form of press release or statement.

**Dispatch Center:**

The dispatch division consists of a dispatch supervisor and full time dispatchers. Dispatch services are provided 24 hours a day, 365 days a year. Dispatchers are trained on-the-job (OJT) for up to 6 weeks<sup>13</sup> in the handling of routine and emergency calls for service and are considered to be the front line of public perception. They multi-task with the general public and police personnel and disseminate information via phone, radio, and verbal instruction. Nome

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<sup>13</sup> Dispatch SOP No. 800.1.1

Police Department dispatchers are vetted to ensure compliance with APSIN access protocols and guidelines and receive several weeks of side-saddle field training when they are initially hired. Although their policy manual requires a Daily Observation Report (DOR) completed by the trainer for each shift worked, interviewed personnel denied DOR's were consistently done or placed in their training file.<sup>14</sup>

Dispatch's Policy Manual, an extension of the department's SOP Manual, was issued 08/15/2016 and consists of approximately 119 pages of information critical to the daily operations inside the Communication Center. SOP 100.1.3 requires all NPD personnel to stay current with all policies and procedures by review within 10 days of issuance. Following review of each SOP page, the employee was to indicate the date the page was read and initial each page next to the date.

Information Technology (IT) support for the department is provided by the city. The city's IT manager<sup>15</sup> is able to remotely access some of the department's systems, including video/audio, with the exception of the department's Criminal Justice Information System (CJIS). The IT managers were unsure who was responsible for CJIS technology support.

The police radio system is serviceable with limitation; however, some upgrades are needed to promote longevity and capability. The department's ability to record phone conversations and radio traffic is currently functioning; however it requires upgrades and operational training. According to the existing policy manual, [REVL Communications](#) in Anchorage handles all maintenance and repair for departmental radio, repeaters, and antennas.

Sgt. Harrison is tasked with prioritizing upgrades and replacements as part of the department's budgetary process.

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<sup>14</sup> Training, policies, and procedure deficiencies are currently being addressed by the recently hired Dispatch Supervisor familiar with accreditation and best practices within the industry.

<sup>15</sup> Shared between Dana Handeland and John Handeland



***Recommendations:***

1. Review and update the department's policy manual pertaining to dispatch.<sup>16</sup>
2. Provide each dispatcher a copy of the department's policy and procedures manual specific to dispatch and its function, requiring understanding and compliance of those policies.
3. Develop a formalized FTO program for all dispatch personnel.
4. Formalize a career development program emphasizing ongoing training.
5. Insure CJIS access protocols are regularly met by initial screening and regular audit and review for anyone coming in contact with restricted materials. Follow established audit protocols and implement a duty to report policy department wide.
6. Prioritize all department equipment purchases, to include additional handheld radios, and/or upgrades as part of the budgetary process.

**Evidence:**

Collection, processing, analysis and storage of evidence is a core function of any law enforcement agency. As such, it is considered one of the high liability areas for a department and must be departmental priority. The Evidence Room of the Nome Police Department consists primarily of two rooms (long and short term storage areas), is secure, well lit, clean, organized, and quite full. Mr. Paul Kosto is the Evidence Custodian and has been working in this capacity for more than a year. He fully cooperated with this audit<sup>17</sup> and allowed supervised and controlled access to this restricted area.

Access to the Evidence Room is controlled by digital key pad access points. Officers do not have access to the Evidence Room but use temporary evidence lockers to secure items of evidence before they are placed inside the Evidence Room by the Evidence Custodian. Items that are properly sealed, tagged, and entered into their CrimeStar records management system are

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<sup>16</sup> All directives and manuals should be reviewed and updated yearly by the supervisor or manager to ensure that policies and procedures are up to date, necessary, and feasible.

<sup>17</sup> The Nome PD conducted an audit of their Evidence Room conducted 10/28/2019 – 11/01/2019 by the State of Alaska. Items of deficiency were identified and steps recommended to correct those deficiencies were provided by the auditor.

transferred from the temporary storage lockers into one of the two larger storage rooms inside, their final location noted in their records management system. A mini-audit was conducted, randomly picking 5 items from the shelf and tracing those items back to the original report to ensure an unbroken chain of evidence. Five police reports with submitted items of evidence were randomly selected to track evidence from the field to the Evidence Room. The mini-audit disclosed no irregularities and confirmed unbroken chains of custody.

Mr. Kosto continues to inventory all items entrusted to his custody and care. Time constraints did not allow us to undertake such a task together. As per the Evidence Audit performed by the State in 2019, items marked for disposal, repackaging, or other special handling continue to be located in the Evidence Room.

***Recommendations:***

1. Conduct a complete inventory of all items under the control of the Evidence Custodian, including all items of evidence, safekeeping, and to be disposed.
2. Dispose of all items suitable to be returned, destroyed, or converted to department use as lawful and appropriate, following departmental policies and industry best practices.

***Evidence Room Staff:***

An agency relies on the Evidence Custodian to correctly maintain security and control in the Evidence Room. Each agency has the weighty responsibility for the receipt, storage, safekeeping, release, and disposal of all evidence and property items in its control. The Evidence Custodian ensures that evidence items are correctly tracked and monitored for court exhibits, discovery, and prosecution or defense viewing. A well-organized storage facility and evidence or property tracking system, in conjunction with well-designed policies and procedures, will enhance the success and facilitate the effective operation of the Evidence Room. Mr. Kosto is the sole Evidence Custodian. He has previous law enforcement experience as an Alaska State Trooper but has not been formally trained as an Evidence Custodian.

***Recommendations:***

1. Obtain [International Association for Property and Evidence](#) (IAPE) or equivalent training and certification for Evidence Custodian

***Evidence Packaging/Preparation:***

Items submitted for placement within the Evidence Room must be properly prepared and labeled by the submitting officer. Items must be packaged in accordance with policy requirements and industry best practices in order to maintain evidentiary value. It is well known that the successful investigation and prosecution of crimes requires, in most cases, the collection, preservation, and forensic analysis of evidence. Officers have access to appropriate packaging and sealing material prior to depositing items in the Temporary Evidence Lockers. Mr. Kosto has the absolute right and responsibility as Evidence Custodian not to accept items into the Evidence Room that are not properly packaged<sup>18</sup>, labeled, and documented.

***Recommendations:***

1. Correct any deficient packaging, labeling, or location of items when discovered

***Evidence Policy - Reporting:***

At the time of this report the department's existing Policy and Procedures manual pertaining to its Evidence Room Inspection and Inventory (Chapter 702.065) and reporting is not being followed. Although the department's evidence handling policy provides adequate description of supervisors, managers, and subordinates responsibilities, they are not being followed.<sup>19</sup>

***Recommendations:***

1. Submit monthly reports as required.
2. Conduct audits as specified.

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<sup>18</sup> Packaging refers to the manner in which items with potential evidentiary value are wrapped, bagged, or boxed to be preserved, documented, and labeled.

<sup>19</sup> All directives and manuals should be reviewed and updated yearly by the supervisor or manager to ensure that policies and procedures are up to date, necessary, and feasible.

***Evidence Storage (digital):***

The Nome PD Evidence Room does not maintain digital evidence<sup>20</sup> storage within the Evidence Room and or under the direct control of the Evidence Custodian. An exception to this would occur if the officer transfers digital evidence to a medium capable of being placed within the Temporary Evidence Locker and processed as other items of evidence. Note: digital images and digital evidence do not need to be stored inside the property room if they are stored in a dedicated, password-protected computer/server. A backup copy of a digital image or recording may be downloaded onto a CD or DVD (or other appropriated medium) and stored in the property room as a duplicate or duplicate original.

Digital evidence is a critical element of modern criminal investigation that must be maintained in strict adherence to the basic principles of evidence management from acquisition through disposition, chain of custody, preservation, storage, security, and limited access. Digital evidence should be preserved in a manner that retains the original content and format of the files, ensures the integrity of the digital information stored, and documents any changes to the files for the duration of its storage as evidence.<sup>21</sup>

***Recommendations:***

1. Purchase or designate a computer/server as a Digital Evidence Locker, which is stored in a secure environment with appropriate safeguards to ensure the security of individual digital assets, storage locations and systems used to facilitate the management of digital evidence.
2. Establish a policy pertaining to the acquisition, storage, retrieval, distribution, and disposal of digital evidence

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<sup>20</sup> Digital information is any type of electronic file containing text, data, signal, image, video, or voice recording stored on magnetic, optical, or flash media. Digital evidence refers to digital information that has probative value in either tending to prove or disprove a material fact in a criminal or civil case.

<sup>21</sup> Agencies utilizing digital evidence should maintain the technological capacity to appropriately manage and store digital evidence, and adopt measures to accommodate future demands in digital evidence technology.

## **Policies & Procedures:**

Standards are dynamic, that is they are to be constantly reviewed, updated, added to, or deleted as necessary to ensure contemporary standards and practices. Policies establish boundaries, guidelines, and best practices for the agency and help to mitigate potential liability. Normally, police agencies have volumes of policies covering every task and function of the agency. Police functions inherently carry a significant liability exposure and should have up to date policies to help guide these activities. Some of these functions include: use of force; pursuit and emergency operation of vehicles; search and seizure (arrest); care, custody, restraints, and transportation of prisoners; domestic violence (including agency employee involved DV); property and evidence; off-duty conduct; sexual harassment or external sexual misconduct by officers; selection and hiring; complaints and internal affairs investigations; special operations; and dealing with mentally ill, emotionally disturbed persons, and persons with diminished capacity.

A copy of the police department's existing policy and procedures manual was obtained and reviewed. The department's primary policy manual did not appear to have been updated since 2012 and was largely based on the Department of Public Safety Manual of that year. Verbiage consistent with Department of Public Safety usage was found in the manual.<sup>22</sup> Nearly all of the employees interviewed knew a policy manual existed but were unable to locate a printed copy. One officer provided me a digital copy of the manual along with digital copies of policies, updates, and a selection of memos issued at various times.

Up-to-date policy manuals will help agencies provide safe, transparent, and accountable delivery of services to their community. This delivery will enhance community confidence in law enforcement and facilitate the identification and correction of internal issues before they result in injury to the public or to law enforcement officers.<sup>23</sup> By Executive Order 13929, there are now two mandatory safe policing principles in the U.S. Department of Justice (DOJ)

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<sup>22</sup> "Detachment," "post," and "avalanche control" are examples of verbiage use that is descriptive of DPS usage and application. Dispatch Policy Manual 500.6.1 refers to SERT call-outs for activation of the NPD Tactical Team.

<sup>23</sup> COPS Fact Sheet, Safe Policing for Safe Communities, December 2020

*Standards of Certification*<sup>24</sup>. Those principles include: 1) adherence to applicable laws<sup>25</sup> and 2) prohibition of choke holds<sup>26</sup> except in situations where the use of deadly force is allowed by law. The department's current policy manual does not expressly address or prohibit choke holds.

With the addition of the Deputy Chief of Police position, rank organization within the department is not consistent with the department's policy manual,<sup>27</sup> suggesting the likelihood of additional operational discrepancies.

***Recommendations:***

1. Update, adopt and implement departmental policies consistent with established accreditation standards such as those found in the Oregon Accreditation Alliance and in compliance with DOJ credentialing pursuant to EO 13929.
2. Provide a copy of the updated policy manual to every departmental employee and require it be read, understood, and complied with. Document manual distribution, employee acknowledgement of its distribution, and department's expectation for compliance. Document employee review of the manual and provide opportunity for each employee to demonstrate their understanding of what is expected of them.
3. Review and update policies no less than every 18 months, more frequently as needed
4. Continual training employees on departmental policies; document individual review, understanding, and expected compliance with each policy.
5. Consider a policy management system similar to Power DMS
6. Ensure compliance with policies by consistent supervision and performance review

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<sup>24</sup> Certification of adherence to the two required principles is a prerequisite to a law enforcement agency's ability for DOJ discretionary grant funding.

<sup>25</sup> Policies apply to both paid and volunteer law enforcement officers

<sup>26</sup> A physical maneuver or technique that restricts an individual's ability to breath for the purpose of incapacitation. Methods to reduce blood flow are not included

<sup>27</sup> See SOP 4.010-4.060 and 5.060. The Deputy Chief position replaced the Lt. position by and through approval of City Council.

## **Training & Equipment:**

### ***Training:***

At the time of this report, Nome PD nearly spent its entire FY 2020 training budget. The FY 2021 budget was increased by Chief Heintzelman and approved by the Council. There is approximately \$36,000 remaining. This is a good thing as it reflects the department's attempt to shore up the capability and ability of its officers to deliver professional police services to its citizens and guests. The high cost of travel and lodging inflates the number to seem excessive to those unfamiliar with Nome and the distance to training, not to mention the elimination alternative funding/sponsoring limitations in effect that were previously enjoyed.<sup>28</sup> Despite the current travel and assembly restrictions associated with the current pandemic, virtual training opportunities abound. Money otherwise earmarked for travel and lodging associated with training might now be spent to enhance the department's ability to participate in distance learning.

### ***Recommendations:***

1. Develop a five-year training plan with emphasis on developing in-house instructors on the major department functions – see Appendix 1.
2. Follow the department's current firearm qualification and training program.
3. Secure all personnel files and limit access in accordance with Nome procedures.
4. Separate personal confidential information from existing training files.
5. Establish departmental HR policy consistent with Nome procedures.
6. Enhance or upgrade virtual learning capabilities.

### **Equipment:**

In order to obtain the equipment necessary to fulfill its mission, Nome PD must carefully develop persuasive arguments for acquiring or upgrading its equipment. They must define what is considered urgent, justifying extra expense when crime trends show a need and at the same time be responsive to the community when crime rates improve. A budget that specifies in great

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<sup>28</sup> The Alaska Police Standards Council (APSC) no longer fully funds police academies

detail what money goes where can create awkward inflexibility for police executives. Strategic planning will prevent mid-budget cycle changes. The following recommendations are offered to facilitate transparency, accountability, and trust for the department and its use of public funds.

***Recommendations:***

1. Inventory all department resources likely to be replaced or upgraded, developing a life expectancy table for each.
2. Inventory all issued equipment to individual officers to be returned at end of employment. This promotes accountability and lessens needless redundancy.
3. Pursue alternate funding for equipment purchase and updates.
4. Establish a comprehensive IT purchase, back up, and maintenance plan.
5. Establish a strict policy against the personal use of department equipment or resources, including department technology use and computer access and usage.

**Partner Agencies:**

Nome PD has strengthened its relationships with allied agencies, rebuilding trust and cooperation with city, state, and federal entities alike. The Federal Bureau of Investigation and the Alaska State Troopers continue to assist the department with investigations and calls for service as appropriate. The Alaska Department of Public Safety and the FBI have expressed commitment to support Nome PD with training and resources, assisting the department restore support and confidence from the community. Chief Heintzelman has empowered his department to develop professionally and use their acquired skills and knowledge in their job performance. He hired experienced personnel willing to do the difficult work expected of them in a way that motivated the department to excel.

**Departmental Morale:**

Unhealthy signs of low department morale were immediately apparent when the first audit was initiated in November 2019. Department personnel cooperated fully with the onsite assessments and provided individual insight as to their own perception of their current working environment. Everyone in the department expressed dissatisfaction with department morale,



some saying that it was at its worst since they began working for the department. More than one employee expressed a strong desire to work elsewhere in order to regain peace of mind and job satisfaction.

The auditor was able to spend considerable time with then Interim Chief Heintzelman and witnessed his interactions with departmental and city employees and some members of the public. Questions were asked of him to determine his familiarity with Alaska criminal law and procedures, departmental procedures, and professional best practices. Although not completely familiar with Alaska law and procedure, then Interim Chief Heintzelman expressed confidence in his ability to stabilize the department, restore morale, and move the department in the right direction. The longer he did the job, the more the department came to trust him, and the more confident he became in doing the job as full-time police chief.

***Recommendations:***

1. Recruit, hire, and retain a police chief that is familiar with Alaska criminal and procedure, capable of effective team building, and able to deliver a level of community policing desired by the city. This has been accomplished by hiring Chief Mike Heintzelman as Chief of Police in June 2020.
2. Established a meaningful timeline for the chief to meet identified goals of community policing and staff development.

**Budget:**

Acknowledging that money is the fuel that runs any organization, the FY 2020 operating budget<sup>29</sup> for the police department submitted for review did not include line item justification or adequate clarification to determine what was included in each category. Without much direct input as to the current and future needs of the department, it is difficult to determine if this budget will adequately meet both agency requirements and community safety needs. Even though personnel costs can be accurately computed by obtaining payroll information, highly leveraged items like overtime must be closely monitored. It comes as no surprise that false

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<sup>29</sup> \$3,098,840.88

claims for overtime are one of the leading causes for discipline actions against officers.

Budgeting is not a complicated process. It is a learned skill that requires ingenuity, creativity, attention to detail, and good communication skills. Each community does things a little differently. What works in one community may not work in another. A realistic, well defined budget can serve as a planning document, a financial expression of values, and reflect the conditions and events impacting the department. Comprised of public funds, accountability must be built into this funding process.<sup>30</sup>

A capital improvement program provides a plan for the addition, replacement or improvement of assets. It includes the cost to support these purchases. It allows the community to balance costs with potential revenues and builds credibility of the police department's budget planning as facilitating an orderly replacement of its assets. The program could include buildings, improvements to systems, motor vehicles, office equipment, machinery, tools, and computer equipment.

***Recommendations:***

1. Develop a personnel budget, ensuring department staffing is adequate. Consider an analysis of staffing allocation. Include overtime expenditures caused by inadequate staffing. An assessment of overtime usage may identify the need for staff transfers, schedule adjustments, or increased staffing needs.
2. Compare employee salary and benefits package to other agencies of similar size and location.
3. Determine actual cost to hire, equip, train, and retain an officer for one year. In light of APSC no longer funding academy training for municipal agencies, setting money aside for basic academy and/or recertification training is critical though often overlooked.
4. Compare the cost of turnover with the cost to retain seasoned employees, allowing Nome PD to project the cost savings by reducing its turnover.
5. Inventory all department equipment subject to inclusion in a capital improvement

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<sup>30</sup> FY 2021 budget was increased to support these recommendations

program; identify life expectancy of each item; establish an estimated replacement cost for each item; create a replacement schedule for items needing to be replaced in the next five years; include additional equipment or enhancements to current equipment on the schedule. Justify capital improvement program with attention to legitimate need for equipment to make community safer or save money for the department; enhance safety; and priority spending.

6. Justify all line items in budget. Even when not required, written justifications are a good way to develop an argument for the requested funds. The justification should identify the need, problem, or program to be addressed, the additional personnel or resources needed, and the expected results.
7. Forecast operational or short-term costs.
8. Seek grants or alternative funding sources. Implement a plan to maintain compliance with grant accounting and future sustainability of asset awarded or personnel acquired.
9. Monitor department expenses on a monthly basis by receiving a statement of expenditures and appropriations from the Nome finance department.

### **Emergency Operations Plan:**

The purpose of the Nome Emergency Operations Plan (EOP) is to focus on preplanning and allow for a graduated or tailored response to emergency situations that requires coordination among departments, agencies, and jurisdictions and including those that lead to a declaration of disaster emergency by the principle executive officer of the city. The Nome PD plays an important and critical role in the city's response to all natural or manmade disasters or emergencies within the city; however, this document has not been integrated with the department's own policy and procedures manual nor has it been reviewed as to ensure existing department capabilities will deliver the level of service described in it.

### **Recommendations:**

1. Provide training on the city's EOP to all department personnel for implementation.
2. Coordinate bi-annual training city wide to test the city's EOP.

### **Community Comments and Concerns:**

This audit included formalized and informal meetings with elected officials and members of the public. Not everyone spoke favorably of the police department's current level of service to the city. All expressed suggestions for improvement. Some offered ideas for targeted enforcement of laws that enhanced their sense of safety and security while others expressed concerns about the selection and retention of police department personnel. Without comment, they offered suggestions or made comments that included:

1. Why did they move the police department out of town?
2. Enforce drug laws and address suspected criminal activity.
3. Select a police chief that knows what he is doing. This comment was made prior to selecting Chief Heintzelman as Police Chief. It reflected the importance of the position along with the value and sense of security it brings to the community and department.
4. Train the officers and hold them accountable.
5. Do what is right and stop making excuses.
6. Do what they (officers) are being paid to do; specifically, quickly respond to calls for service.
7. Make the officers follow procedures and policies.
8. Identify the person in charge at the department – make a decision.
9. Treat all employees fairly and with respect.
10. Do more investigations; investigate unsolved crimes.
11. Mentor employees to decrease employee turnover.
12. Enforce all laws fairly, without bias or favoritism.

Inasmuch as policing is a service industry and those who request assistance from the police are its clients (as are those who are involuntarily subjected to police authority), public perception is increasingly a concern for police departments. These clients have varying opinions about the quality of service they receive from its police department.

These community concerns and comments are consistent with recognized dimensions of service quality in policing:

- 1) attentiveness;
- 2) reliability;
- 3) responsiveness;
- 4) competence;
- 5) manners; and
- 6) fairness.

Each of the above comments reflect the community member's own perspective and may or may not be compatible with recommendations made elsewhere in this report.

**Disclaimer:**

This project was solicited by the Nome City Managers John Handeland and Glenn Steckman. The opinions contained herein are those of the auditor and do not necessarily represent the official position or policies of the City of Nome or its managers. References to specific agencies, companies, products, or services should not be considered an endorsement by the auditors or the City of Nome. Any such references are illustrations to supplement the discussion of the issues identified in this project.

**Acknowledgment:**

This report was prepared and submitted by Russell Consulting LLC and was designed to enhance the professionalism of the Nome Police Department by providing the most up-to-date analysis of its services when compared to recognized professional standards, best practices, and trends in law enforcement as it relates to its officers responding to calls for service and conducting self-initiated activities such as traffic enforcement, routine patrol, and community related policing.

**Anticipated Outcomes:**

It is the hope of the auditor that law enforcement executives and governmental leaders of the City of Nome will review this report and their police departmental policies and procedures to ensure officers, supervisors and command staff remain focused on safety as a top organizational priority and implement suggested change where needed while commending conduct and activity that meet or exceeds industry standards.

**Additional Comments:**

The information contained in this memo is provided in good faith and every reasonable effort is made to ensure that it is accurate. All personal opinions presented in this review are based upon specialized experience, training, and knowledge of professional police practices.

In the event that the City of Nome considers any personnel or disciplinary actions based on the opinions expressed in this memo, it is strongly recommend that the City of Nome seek legal counsel before taking such actions, and that any actions taken are consistent with its personnel policies and guidelines.

## APPENDIX 1 – Training Recommendations

### Police Officer Level: New hire – one year

The majority of the first year a police officer is developing basic skills through various types of training. This includes statutorily mandated training, field training, and training that has identified by departmental managers as important. Except for the 16-week police academy (presumably held in Sitka), all this training can be accomplished through in-house police instructors, or through on-line training that is available through TargetSolutions, or similar services. The table below identifies some the types of training that a first-year officer would be expected to complete (some of which may be accomplished during the academy).

Training Type	Length	Location	Instructor
Academy	13 weeks	Sitka	Academy
Field Training	15 weeks	Nome	Department
Policy & Procedures	4 hours	Nome	Department
SFST (field sobriety testing)	8 hours	Sitka	Academy
Datamaster	8 hours	Sitka	Academy
Radar	16 hours	Sitka	Academy
Use of Force	8 houses	Sitka	Academy
Firearms	12 hours	Sitka	Academy
Defensive Tactics	8 hours	Sitka	Academy
Taser	8 hours	Sitka	Academy
OC	4 hours	Sitka	Academy
Verbal Judo / De-Escalation	8 hours	Sitka	Academy
Ethics	4 hours	Sitka	Academy
ICS 100	4 hours	Nome	On-line
ICS 200	8 hours	Nome	On-line
1 <sup>st</sup> Aid/CPR	8 hours	Sitka	Academy
Driving – legal consideration	4 hours	Sitka	Academy
Driving – Pursuit	4 hours	Sitka	Academy
HIPPA Awareness	4 hours	Nome	On-line
Blood borne Pathogens	4 hours	Nome	On-line
Hazard Communications	4 hours	Nome	On-line

## APPENDIX 1 – Training Recommendations (continued)

### Police Officer Level: Two – three year

Police officers in the second and third year of service are expected to build upon the basic skills they started developing in their first year. In addition, they are expected to begin developing intermediate level skills that include interviewing/interrogating subjects, documenting and collecting evidence at crime scenes, investigating and documenting motor vehicle accidents, and performing specialized duties as assigned. The table below details some of the types of training that officers at this level should be attending, and if that training requires travel or can be accomplished through in-house instructors or on-line. Most of this training can be accomplished through in-house instructors or on-line.

Training Type	Length	Location	Instructor
Evidence Collection	16 hours	Nome	Department
Interview/Interrogation	24-40 hours	Alaska	Outside
Drug ID & Investigations	8 hours	Alaska	Outside
Courtroom Procedures	8 hours	Sitka	Academy
Ethics	4 hours	Sitka	Academy
Title 4 Enforcement	4 hours	Sitka	Academy
Verbal Judo / De-Escalation	8 hours	Nome	Department
Motor Vehicle Accident Inv.	24-40 hours	Sitka	Academy

### Four years and over:

Police officers that have four and more years with the Department should have developed solid basic skills and are continuing to work on developing their intermediate level skills. These officers are also expected to begin developing more advanced skills, which include advanced investigations (sex assault, drug investigations, felony assaults etc), becoming an instructor/trainer in basic police topics, and some specialized duties. The table below identifies some of these types of trainings and shows that most require travel outside of Nome.

Training Type	Length	Location	Instructor
Advanced Investigations	40 hours	Alaska	Outside
Instructor Level Training	40 hours	Alaska	Outside
Methods of Instructions	40 hours	Alaska	Outside
Field Training Officer	40 hours	Alaska	Outside
Specialized Duty	24-40 hours	Alaska	Outside



## APPENDIX 1 – Training Recommendations (continued)

### 1<sup>st</sup> Line Supervisor (Sergeant) Level

The types of training for police 1<sup>st</sup> line supervisors should be on leadership development, emergency management, instructor certification, and the development of more advanced investigative skills. These positions are usually the primary trainers within the police division and are also expected to be the primary case officer in major investigations.

Training Type	Length	Location	Instructor
1st Line Supervisor	40 hours	Alaska	Outside
Instructor Level Training	40 hours	Alaska	Outside
Advanced Investigations	40-80 hours	Alaska	Outside
Internal Investigations	40 hours	Alaska	Outside
Background Investigation	40 hours	Alaska	Outside
Professional Development	1-12 weeks	Alaska	Outside
IS 300	24 hours	Nome	On-line
IS 400	24 hours	Nome	On-line

### Manager Level – Chief, Lieutenant

These positions are for those officers in direct management of the department focused on leadership, personnel management, public administration, and instructor development. These positions are responsible for activities that include the administrative activities of coordinating, controlling and directing police resources, activities, and personnel.

Training Type	Length	Location	Instructor
Professional Development	1-12 weeks	Alaska/Lower 48	Outside
Executive conferences	40 hours	Alaska/Lower 48	Outside
Instructor Level Training	40 hours	Alaska	Outside

## APPENDIX 1 – Training Recommendations (continued)

### Instructor Certifications

The majority of basic and intermediate skills that police officers require could be taught by in-house instructors. Additionally, these in-house instructors would be able to provide continued training to all police personnel in critical task topics, high liability areas, and specialized duties. Ideally, each topic would have a primary and a secondary in-house instructor to best follow succession planning. The following table is a list of instructor topics needed within the department, and the length of the training class needed to become an instructor in the specific topic.

<b>Topic</b>	<b>Length</b>	<b>Instructor - 1</b>	<b>Instructor - 2</b>
Firearms	40 hours		
Armorer	40 hours		
Defensive Tactics & Handcuffing	40 hours		
Baton	24 hours		
OC	16 hours		
Taser	24 hours		
Use of Force	24 hours		
Field Training Officer	80 hours		
Ethics	40 hours		
Verbal Judo	40 hours		
SFST	24 hours		
Datamaster	40 hours		
Radar	24 hours		
Report Writing	NA		
Interview/Interrogation	40 hours		
Commercial Vehicle Enforcement	40 hours		
Crime Scene	40 hours		
Emergency Vehicle Operation	80 hours		
Drug Investigation	40 - 80 hours		
Courtroom Procedures	NA		
ICS Instructor	Varies		
Title 4 Enforcement	40 hours		
1st Aid/CPR	Varies		

## APPENDIX 1 – Training Recommendations (continued)

### Specialized Duties

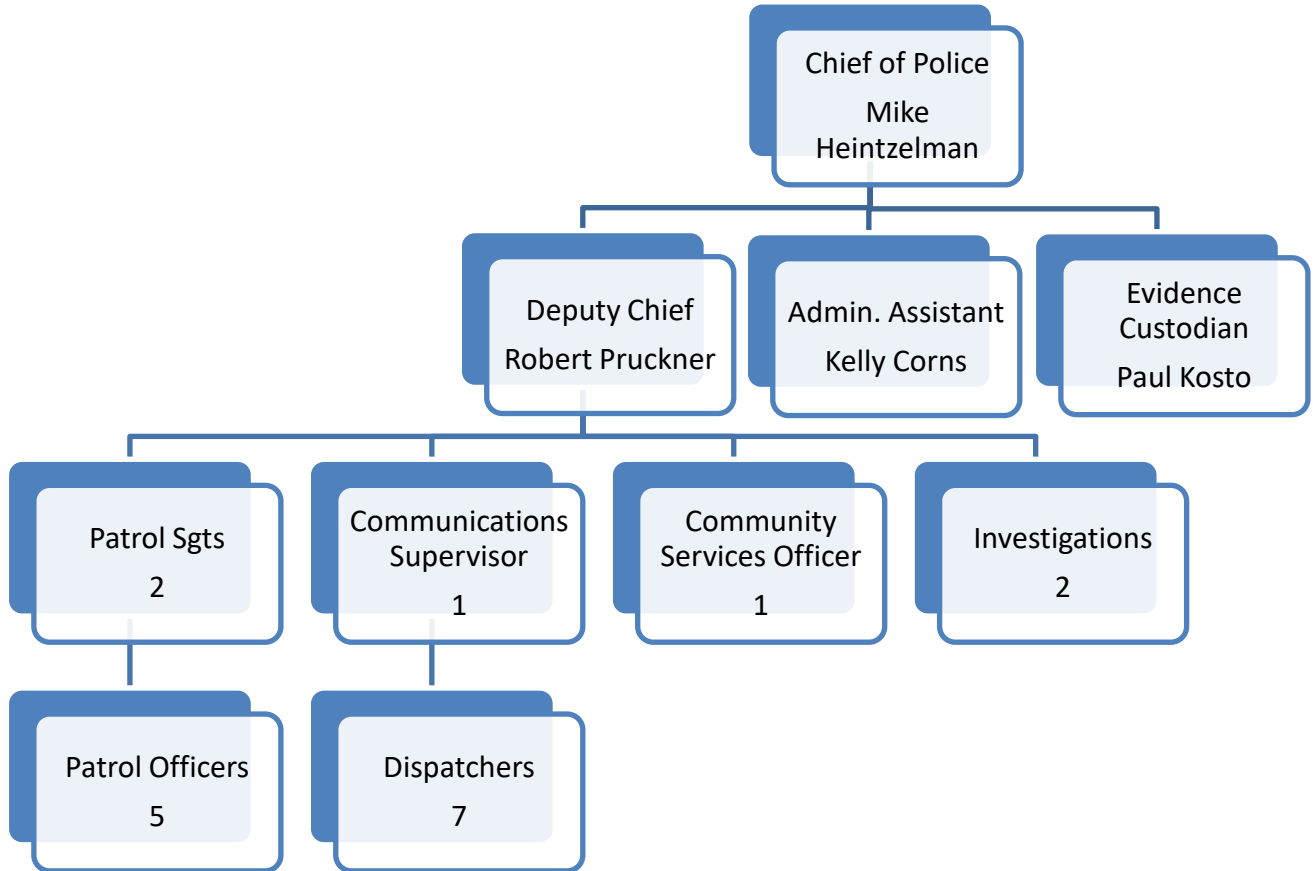
These types of trainings are related to specialized duties within the organization. All officers are assigned specialized duties, but not all require outside training. Ideally, each specialized assignment would have a primary and a secondary officer assigned to best follow succession planning. The list below details duties which require travel outside of Nome.

<b>Specialized Duty</b>	<b>Length</b>	<b>Primary</b>	<b>Secondary</b>
Evidence Custodian	24 hours		
Forensic Computer Examiner	continued		
Use of Force Simulator	24 hours		
Commercial Vehicle Enforcement	40 hours		
Advanced Investigations - Sex Assault	40 hours		
Advanced Investigations - Homicide	40-80 hours		
Internal Investigations	40 hours		
Advanced Investigations - Drugs	40-80 hours		
Euthanasia – animal control	24 hours		
Crisis Negotiations (hostage)	40 hours		
Drug Recognition Expert	80 hours		

## APPENDIX 2 - Suggested Action Hierarchy

Item	Impact to Operations if Uncorrected	Fiscal Cost to Correct	Personnel Cost	Time to Complete	Status	Priority
<b>Evidence Room: Organization and Audit</b>	High Liability	Low	Moderate	1 month	Proposed	<b>High</b>
<b>Personnel (Recruit/Screen/Hire/Retention/Development) - policy development and implementation</b>	High	Low to Moderate	Moderate	1 month	Ongoing	<b>High</b>
<b>Policy &amp; Procedures Manuals:  Dispatch Property &amp; Evidence Departmental</b>	High	Low to Moderate	High initial cost; Low maintenance cost	12-18 months	Planning & Assessment	<b>High</b>
<b>Fleet Equipment</b>	Moderate	Moderate	Moderate	3-5 years	Ongoing	<b>Low</b>
<b>Staff Development</b>	Moderate to High	Moderate (sustained cost)	Moderate	12-18 (current personnel)	Planning & Assessment	<b>High</b>
<b>Training</b>	Moderate to High	Moderate (sustained cost)	Moderate	12-18 (current personnel)	Ongoing	<b>High</b>
<b>Inventory Management</b>	Moderate	Low	High initial cost; Low maintenance cost	3-6 months	Ongoing	<b>Medium</b>
<b>Accreditation</b>	Intermediate	High	Moderate to high	3-5 years	Not started	<b>Low</b>
<b>Audit (Triennial)</b>	High	Moderate	Low	Completed	Ongoing	<b>Moderate</b>

**APPENDIX 3 – ORGANIZATIONAL CHART, October 2020**



## APPENDIX 4 – Employee Survey Results

Fifteen (15) employees participated in the Nome PD Employee Job Satisfaction Survey, responding to 53 questions. The anonymous results of the survey are attached. Questions included:

1. I am an employee or volunteer
2. I am satisfied with my opportunities for professional growth
3. I am inspired to meet my goals at work
4. Communication between senior leaders and employees is good in my organization
5. My supervisor and I have a good relationship
6. I am able to make decisions affecting my work
7. I am excited about going to work
8. Management within my organization recognizes strong job performance
9. I am satisfied with the job-related training my organization offers
10. I feel completely involved in my work
11. I am satisfied with my overall compensation
12. I am satisfied with my overall job security
13. I am satisfied with the culture of my workplace
14. My organization has a safe work environment
15. My coworkers and I have a good working relationship
16. My organization's work positively impacts people's lives
17. I understand how my work impacts the organizations' business goals
18. My organization is dedicated to my professional development
19. I am satisfied with my total benefits package
20. I am pleased with the career advancement opportunities available to me
21. Employees treat each other with respect
22. I am often so involved in my work that the day goes by very quickly
23. I am satisfied that I have the opportunities to apply my talents and expertise
24. I am determined to give my best effort at work each day

25. My organization is dedicated to diversity and inclusiveness
26. Senior management and employees trust each other
27. Employees are willing to take on new tasks as needed
28. I am compensated fairly relative to my local market
29. I am satisfied with the investment my organization makes in training and education
30. My organization operates in a socially responsible manner
31. Employees in my organization willingly accept change
32. Employees here always keep going when the going gets tough
33. Employees proactively identify future challenges and opportunities
34. I am satisfied with the amount of paid leave offered by my organization
35. I am satisfied with the healthcare-related benefits offered by my organization
36. I am satisfied with the retirement plan offered by my organization
37. What is your age?
38. What race/ethnicity best describes you?
39. How often does your supervisor give you feedback about your work?
40. What does your supervisor need to do to improve his/her performance?
41. How reliable is your supervisor?
42. How often does your supervisor listen to employee's opinions when making decisions?
43. How effective is the training you receive from your supervisor?
44. How improved is your performance after getting feedback from your supervisor about your work?
45. At work I clearly understand what is expected of me
46. How professionally does your supervisor behave?
47. In a typical week, how often do you feel stressed at work?
48. How easy is it to get help from your supervisor when you want it?
49. I know I will be recognized for excellent work
50. In my work I am always challenged to grow
51. How challenging is your job?
52. Overall, are you satisfied with your job, neither satisfied nor dissatisfied with it, or dissatisfied with it?

53. How likely are you to search for a new job in the next 30 days?



## APPENDIX 5 – Auditor Biographical Information

### Gregory A. Russell, Chief of Police (retired)

Greg, President / CEO of **Russell Consulting, LLC**, began his law enforcement career in 1981, working as an undercover drug enforcement officer for the Alaska State Troopers. Receiving a Special Commission from AST, he worked with the South-central Alaska Narcotics Team, making controlled purchases of illegal drugs on the Kenai Peninsula and in Anchorage. In August 1982, he went to work for the Soldotna Police Department as a Patrol Officer and attended the 23rd session of the Municipal Police Academy in Sitka, graduating as Salutatorian. Greg was promoted to Sergeant in 1985 and supervised the Patrol Division. During his nearly 18 years at the Soldotna Police Department, Greg supervised Patrol, Investigations, Property and Evidence, Administration, and was the Computer Systems Administrator for the department. In 1995, Greg attended the 180th Session of the FBI National Academy in Quantico, VA, working taking command level courses in: Contemporary Issues for Law Enforcement; Management Planning and Budget; Forensic & Technical Services for Managers; and Legal Issues for the Police Administrator. He received his Bachelor Degree in 1977.

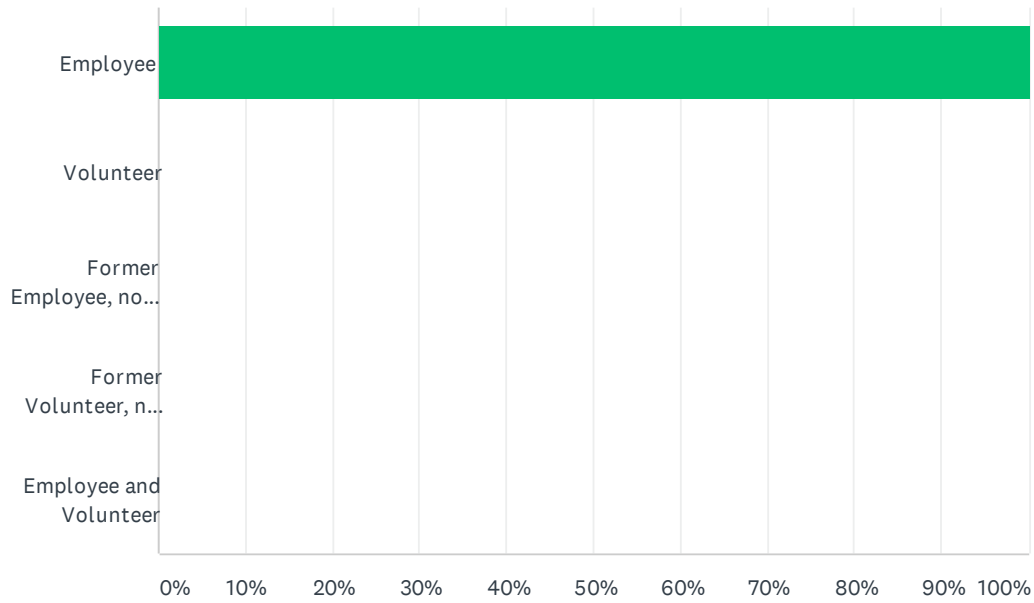
In March 2000, Greg and his family moved to Kotzebue, where he served as the Chief of Police. His duties at the Kotzebue Police Department included managing its Regional Jail Facility, one of the most active contract jails in the state. The jail was staffed by KPD's Municipal Corrections Officers, were also the Public Safety Dispatchers. During his tenure at KPD, the department updated its Records Management System; gained access to the Alaska Public Safety Information Network (APSIN) and NCIC; modernized its Jail Accounting System; improved its overall efficiency at delivery of services; and dramatically improved its professional reputation throughout the community. Greg retired in October 2002, after more than 20 years of public service.

Moving back to Soldotna, he established a consulting/training company that specializes in high-tech management expertise offered to all Alaskan public safety entities. A true alternative to in-house resources, his business offers a very high level of practical experience, expertise, contacts, and confidentiality. Clients learn that working with Russell Consulting, LLC can be a more professional, less risky way to develop new areas within their departments.

Greg is a life member of APOA (Alaska Peace Officers Association), a retired member of the Alaska Chapter of the FBI National Academy Associates, a life member of the Alaska Chiefs of Police Association and current board member, and a member of the International Association of Chiefs of Police. He is a certified Police Instructor, a former Traveling Trainer for the Alaska Police Standards Council, held an Advanced Certificate with the Alaska Police Standards Council, and is an Instructor Trainer for Skid Car. He served as the Program Manager for the Alaska Law Enforcement Agency Accreditation Commission and has been the Alaska Municipal League Joint Insurance Association's Law Enforcement Practices Consultant since 2003. He is the immediate past president of the Peninsula Crime Stoppers Board in Soldotna, AK and remains an active volunteer in his community. Greg returned briefly to law enforcement in 2018 as the Acting Chief of Police in Kotzebue, AK and the Interim Chief of Police in Whittier, AK.

# Q1 I am an Employee or a Volunteer. (check only one answer)

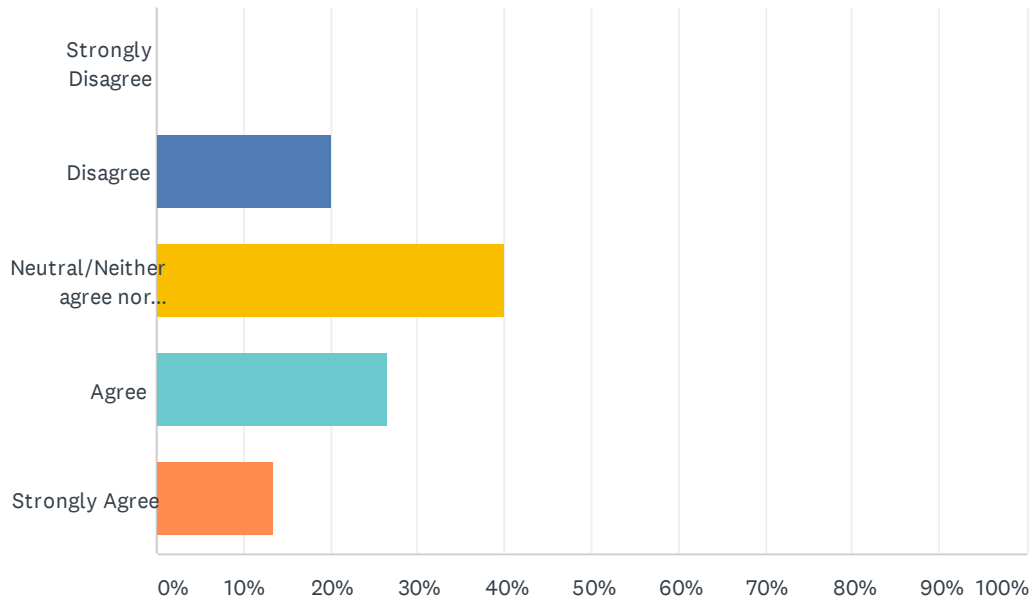
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Employee	100.00%	15
Volunteer	0.00%	0
Former Employee, now a Volunteer	0.00%	0
Former Volunteer, now an Employee	0.00%	0
Employee and Volunteer	0.00%	0
<b>TOTAL</b>		<b>15</b>

## Q2 I am satisfied with my opportunities for professional growth.

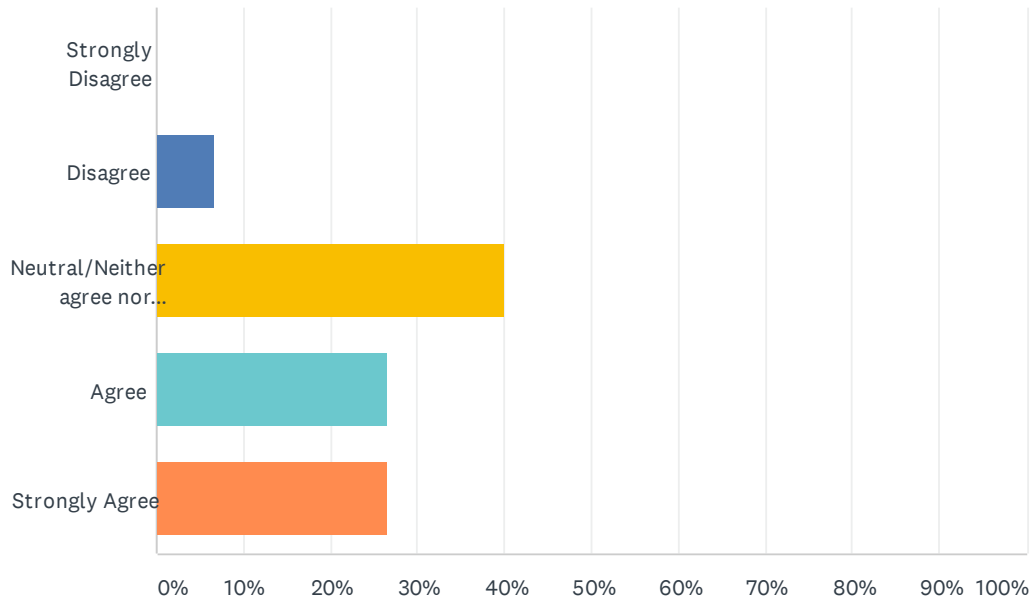
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	20.00%	3
Neutral/Neither agree nor disagree	40.00%	6
Agree	26.67%	4
Strongly Agree	13.33%	2
<b>TOTAL</b>		<b>15</b>

### Q3 I am inspired to meet my goals at work.

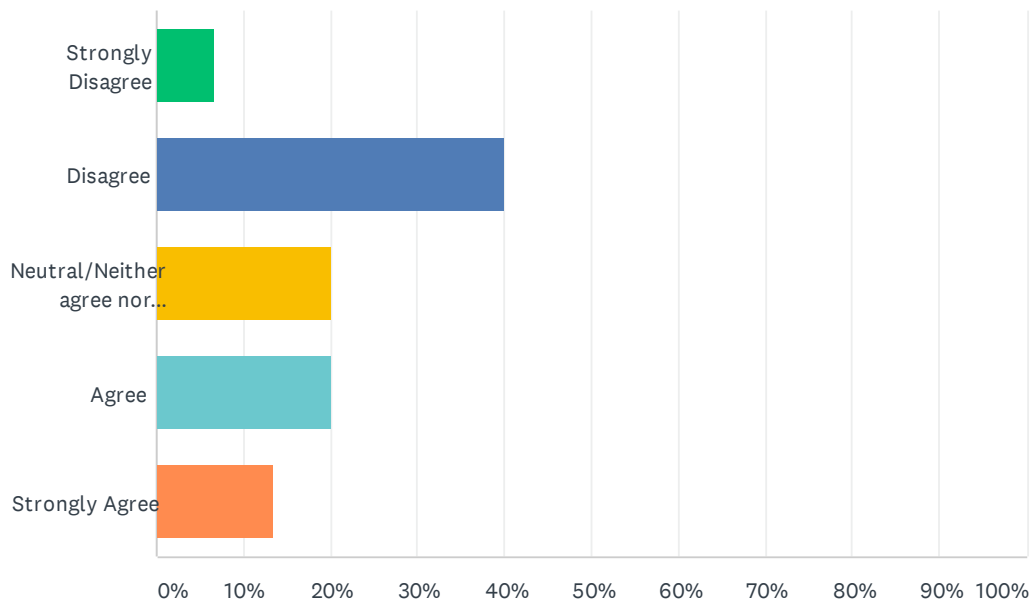
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	6.67%	1
Neutral/Neither agree nor disagree	40.00%	6
Agree	26.67%	4
Strongly Agree	26.67%	4
<b>TOTAL</b>		<b>15</b>

## Q4 Communication between senior leaders and employees is good in my organization.

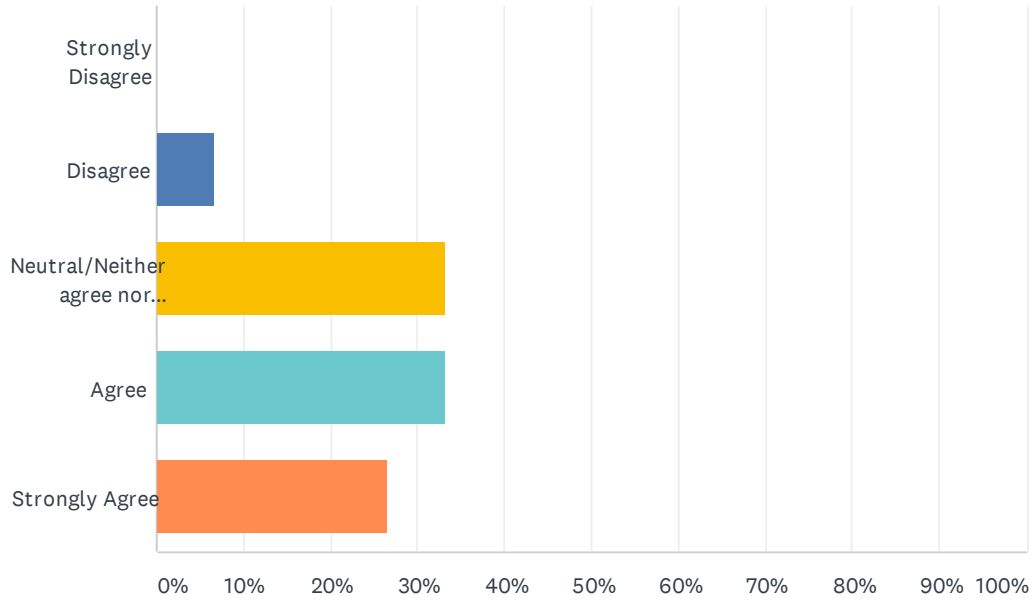
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly Disagree	6.67% 1
Disagree	40.00% 6
Neutral/Neither agree nor disagree	20.00% 3
Agree	20.00% 3
Strongly Agree	13.33% 2
<b>TOTAL</b>	<b>15</b>

### Q5 My supervisor and I have a good working relationship.

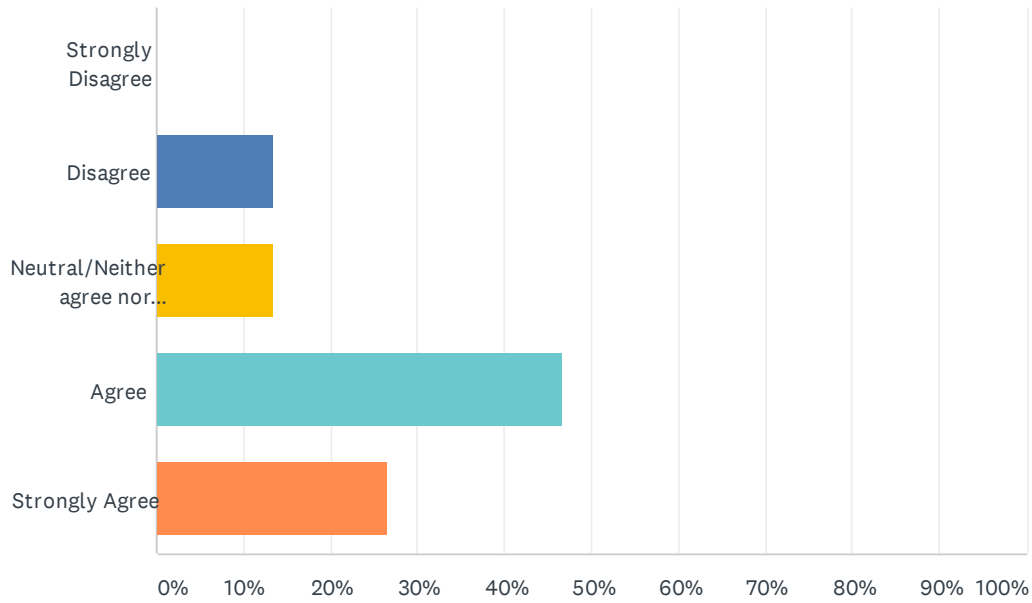
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	6.67%	1
Neutral/Neither agree nor disagree	33.33%	5
Agree	33.33%	5
Strongly Agree	26.67%	4
<b>TOTAL</b>		<b>15</b>

### Q6 I am able to make decisions affecting my work.

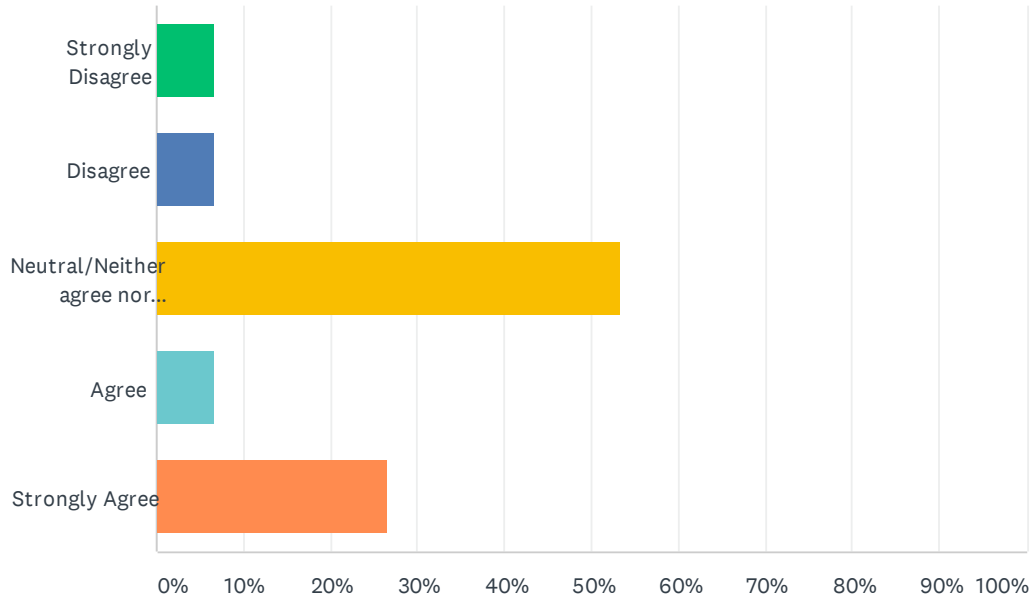
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	13.33%	2
Neutral/Neither agree nor disagree	13.33%	2
Agree	46.67%	7
Strongly Agree	26.67%	4
<b>TOTAL</b>		<b>15</b>

### Q7 I get excited about going to work.

Answered: 15 Skipped: 0

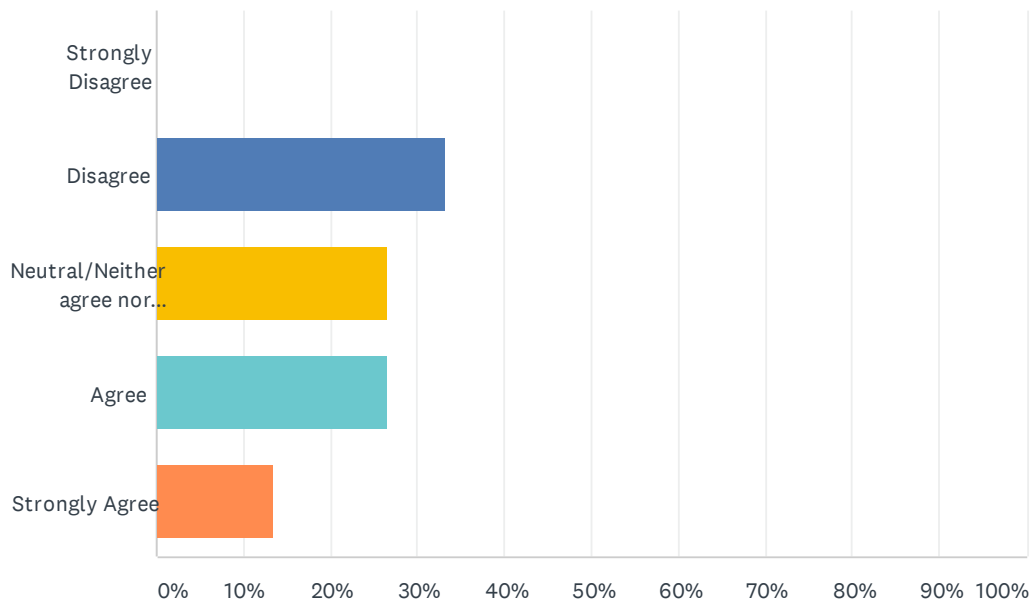


ANSWER CHOICES	RESPONSES	
Strongly Disagree	6.67%	1
Disagree	6.67%	1
Neutral/Neither agree nor disagree	53.33%	8
Agree	6.67%	1
Strongly Agree	26.67%	4
<b>TOTAL</b>		<b>15</b>



## Q8 Management within my organization recognizes strong job performance.

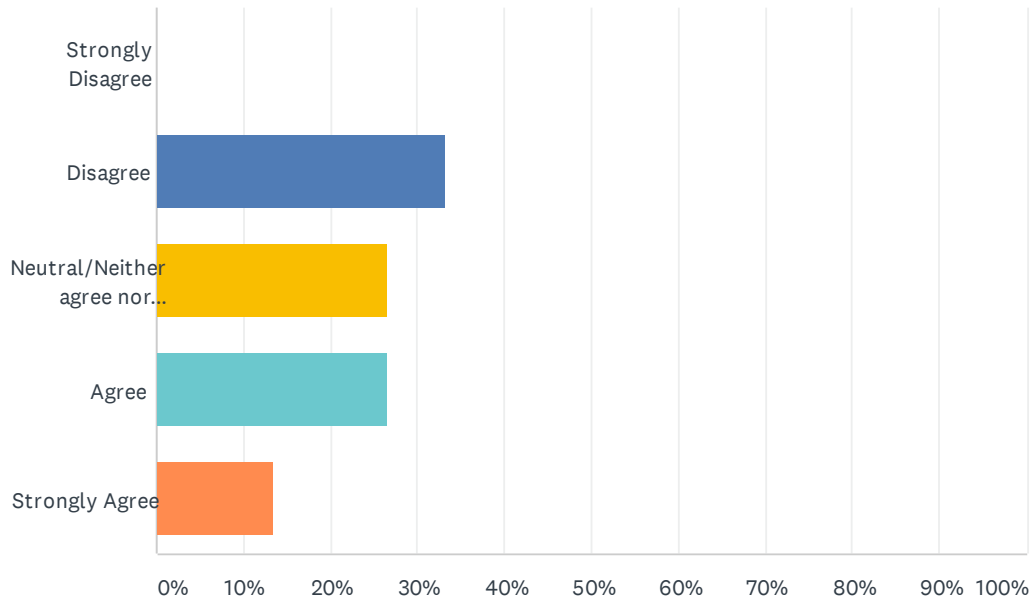
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ANSWER CHOICES	RESPONSES
Strongly Disagree	0.00% 0
Disagree	33.33% 5
Neutral/Neither agree nor disagree	26.67% 4
Agree	26.67% 4
Strongly Agree	13.33% 2
<b>TOTAL</b>	<b>15</b>

### Q9 I am satisfied with the job-related training my organization offers.

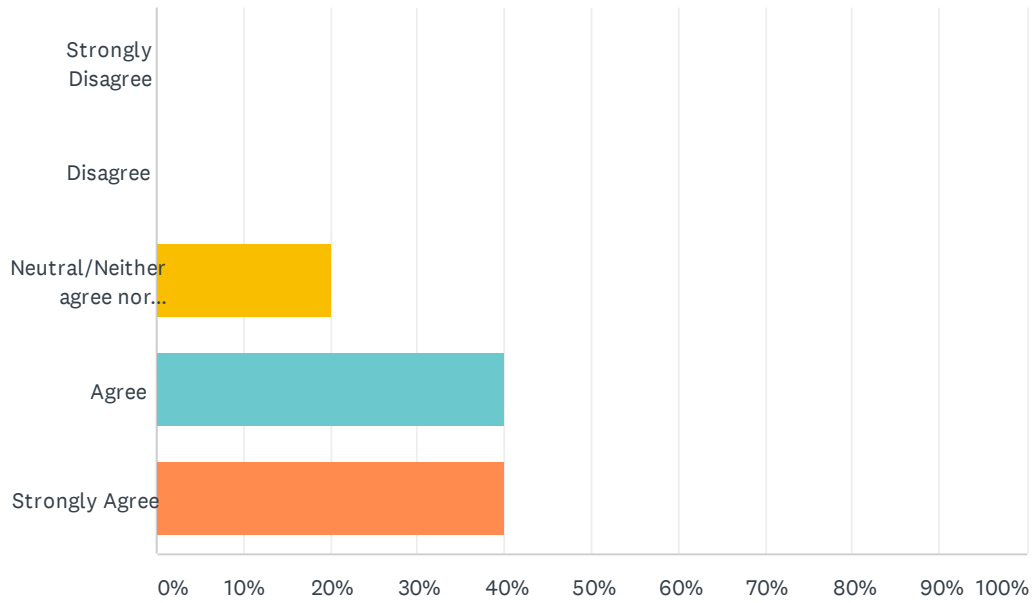
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	33.33%	5
Neutral/Neither agree nor disagree	26.67%	4
Agree	26.67%	4
Strongly Agree	13.33%	2
<b>TOTAL</b>		<b>15</b>

### Q10 I feel completely involved in my work.

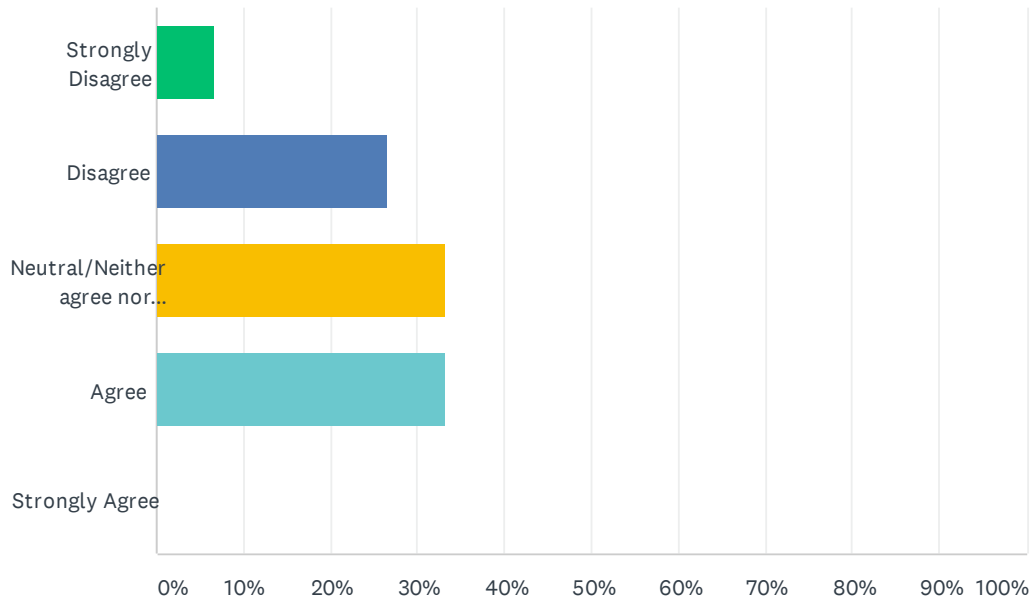
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ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	0.00%	0
Neutral/Neither agree nor disagree	20.00%	3
Agree	40.00%	6
Strongly Agree	40.00%	6
<b>TOTAL</b>		<b>15</b>

### Q11 I am satisfied with my overall compensation.

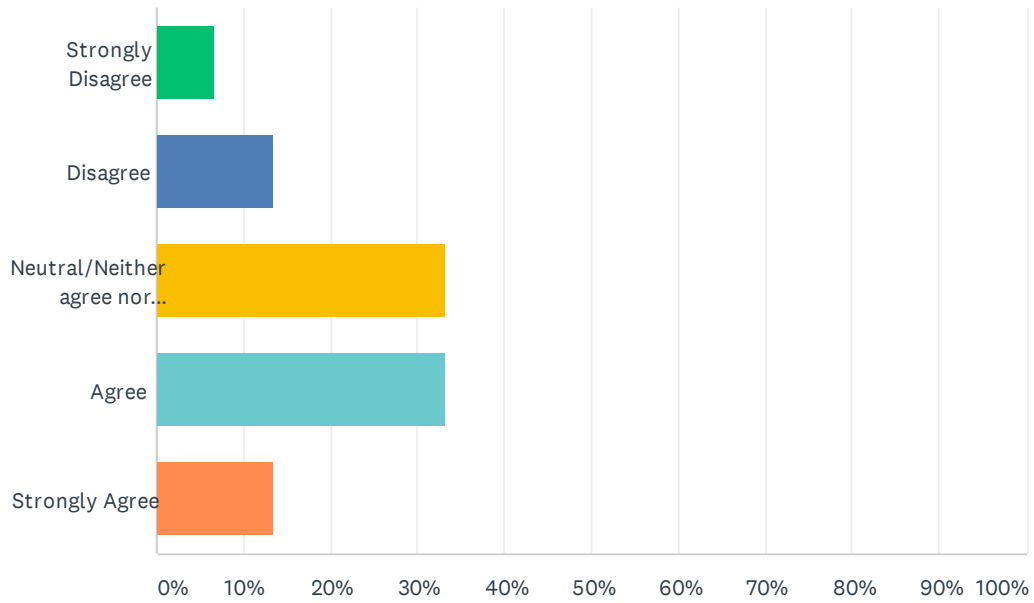
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ANSWER CHOICES	RESPONSES	
Strongly Disagree	6.67%	1
Disagree	26.67%	4
Neutral/Neither agree nor disagree	33.33%	5
Agree	33.33%	5
Strongly Agree	0.00%	0
<b>TOTAL</b>		<b>15</b>

### Q12 I am satisfied with my overall job security.

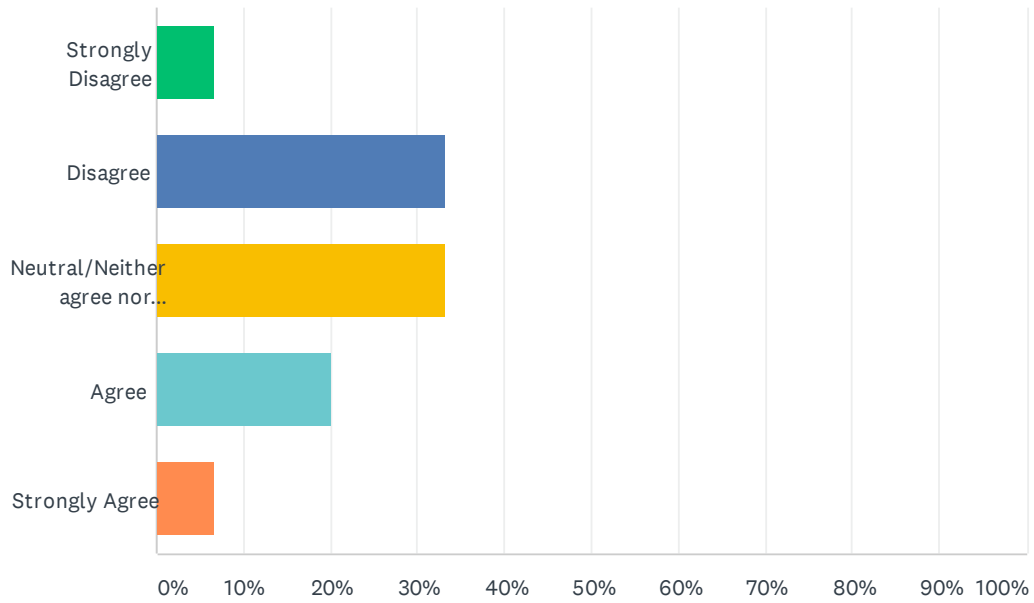
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ANSWER CHOICES	RESPONSES	
Strongly Disagree	6.67%	1
Disagree	13.33%	2
Neutral/Neither agree nor disagree	33.33%	5
Agree	33.33%	5
Strongly Agree	13.33%	2
<b>TOTAL</b>		<b>15</b>

### Q13 I am satisfied with the culture of my workplace.

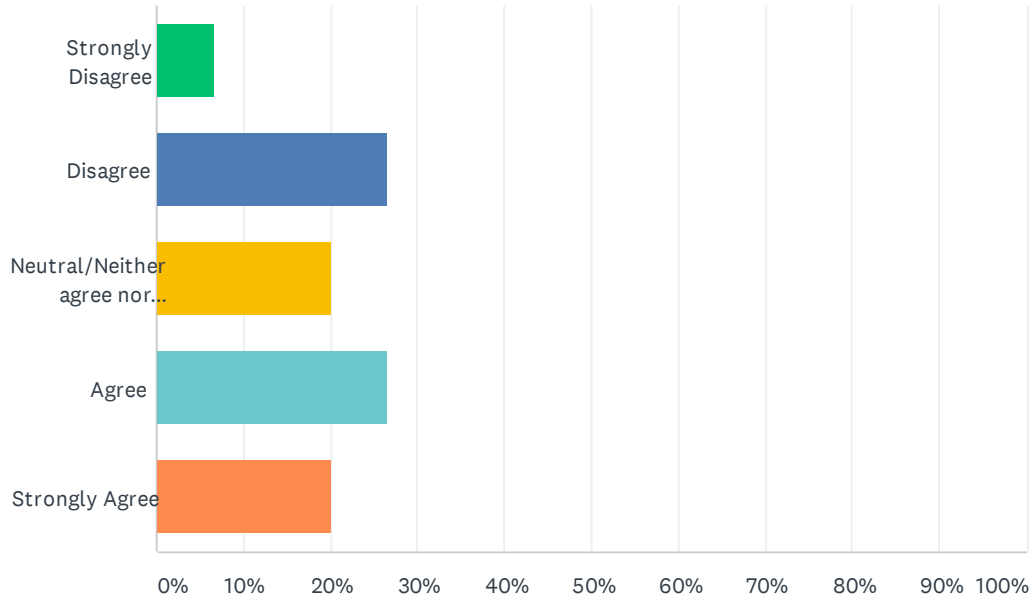
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ANSWER CHOICES	RESPONSES	
Strongly Disagree	6.67%	1
Disagree	33.33%	5
Neutral/Neither agree nor disagree	33.33%	5
Agree	20.00%	3
Strongly Agree	6.67%	1
<b>TOTAL</b>		<b>15</b>

### Q14 My organization has a safe work environment.

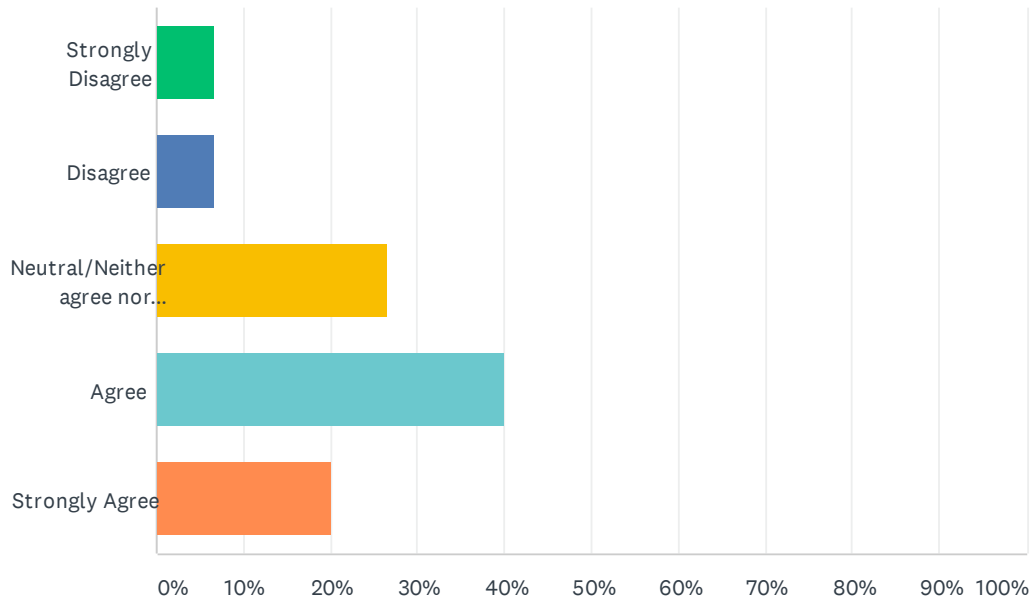
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	6.67%	1
Disagree	26.67%	4
Neutral/Neither agree nor disagree	20.00%	3
Agree	26.67%	4
Strongly Agree	20.00%	3
<b>TOTAL</b>		<b>15</b>

### Q15 My coworkers and I have a good working relationship.

Answered: 15 Skipped: 0

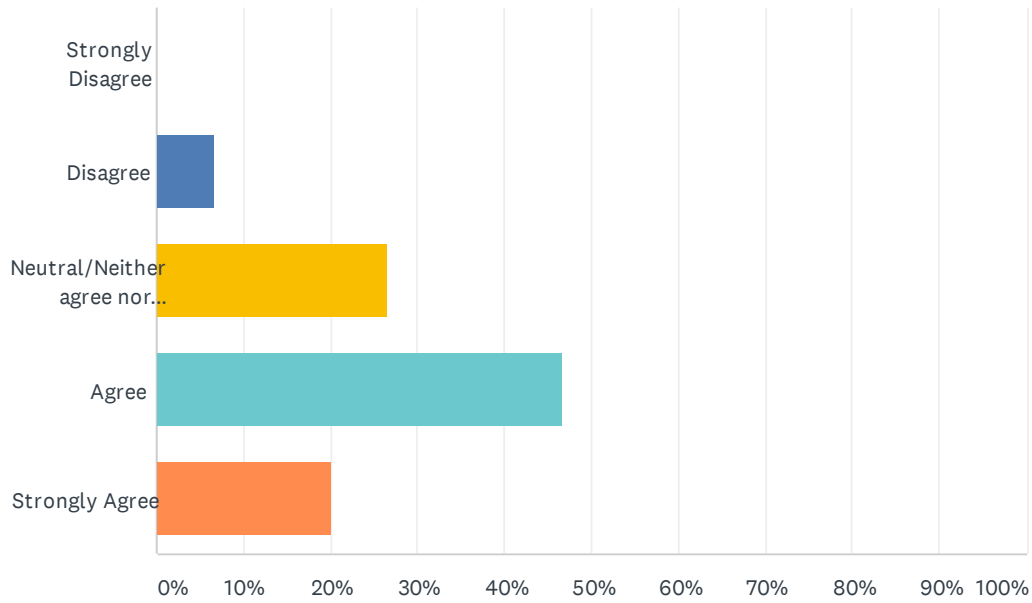


ANSWER CHOICES	RESPONSES	
Strongly Disagree	6.67%	1
Disagree	6.67%	1
Neutral/Neither agree nor disagree	26.67%	4
Agree	40.00%	6
Strongly Agree	20.00%	3
<b>TOTAL</b>		<b>15</b>



### Q16 My organization's work positively impacts people's lives.

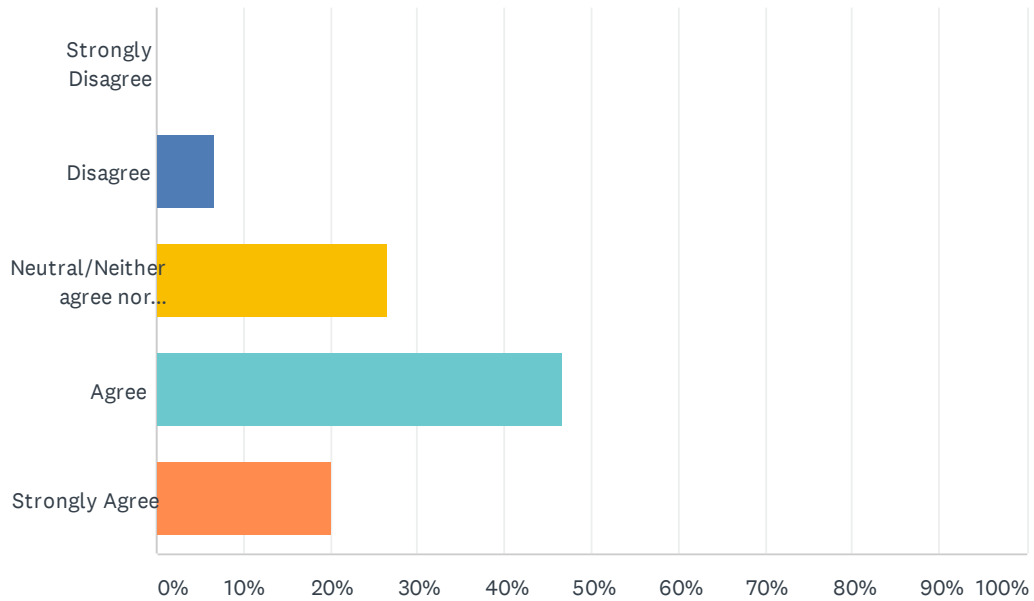
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	6.67%	1
Neutral/Neither agree nor disagree	26.67%	4
Agree	46.67%	7
Strongly Agree	20.00%	3
<b>TOTAL</b>		<b>15</b>

### Q17 I understand how my work impacts the organization's business goals.

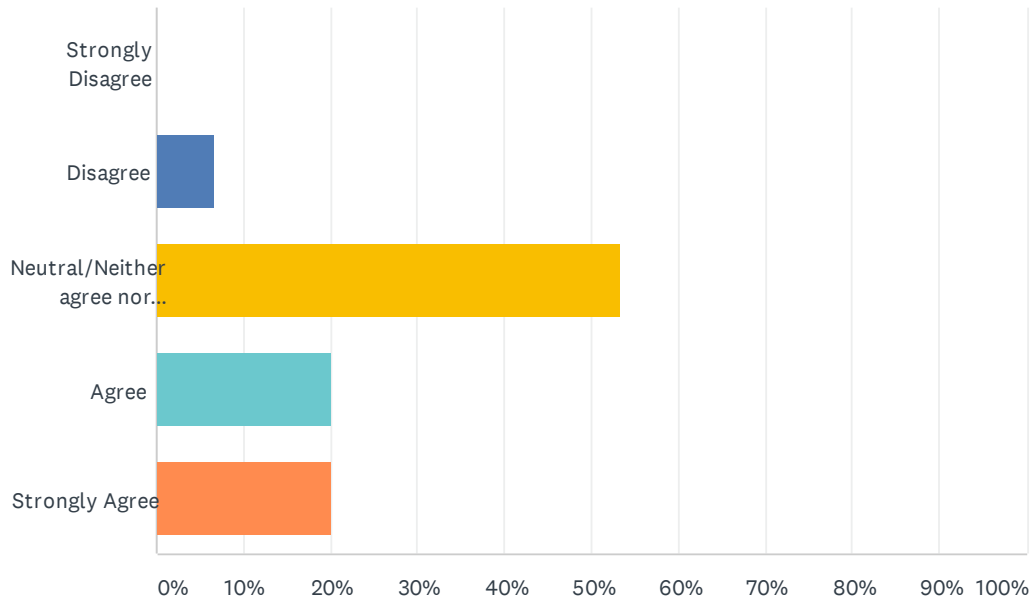
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	6.67%	1
Neutral/Neither agree nor disagree	26.67%	4
Agree	46.67%	7
Strongly Agree	20.00%	3
<b>TOTAL</b>		<b>15</b>

### Q18 My organization is dedicated to my professional development.

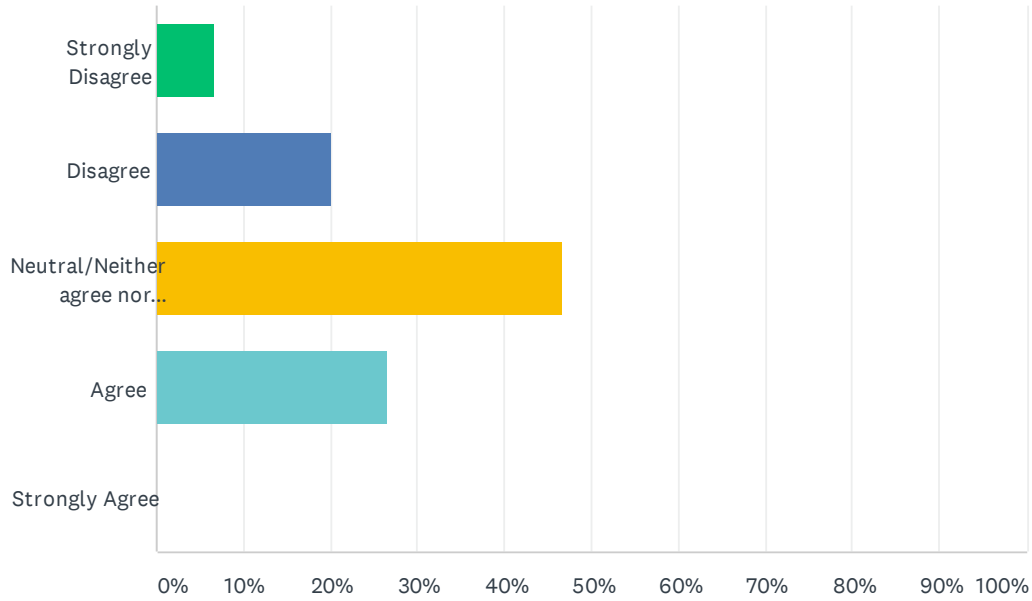
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	6.67%	1
Neutral/Neither agree nor disagree	53.33%	8
Agree	20.00%	3
Strongly Agree	20.00%	3
<b>TOTAL</b>		<b>15</b>

### Q19 I am satisfied with my total benefits package.

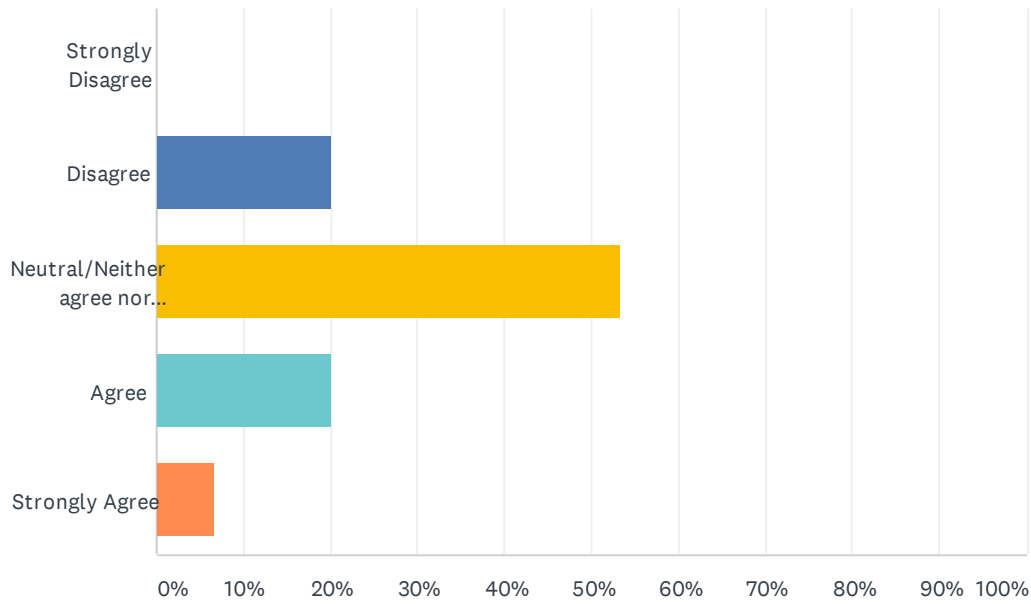
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	6.67%	1
Disagree	20.00%	3
Neutral/Neither agree nor disagree	46.67%	7
Agree	26.67%	4
Strongly Agree	0.00%	0
<b>TOTAL</b>		<b>15</b>

## Q20 I am pleased with the career advancement opportunities available to me.

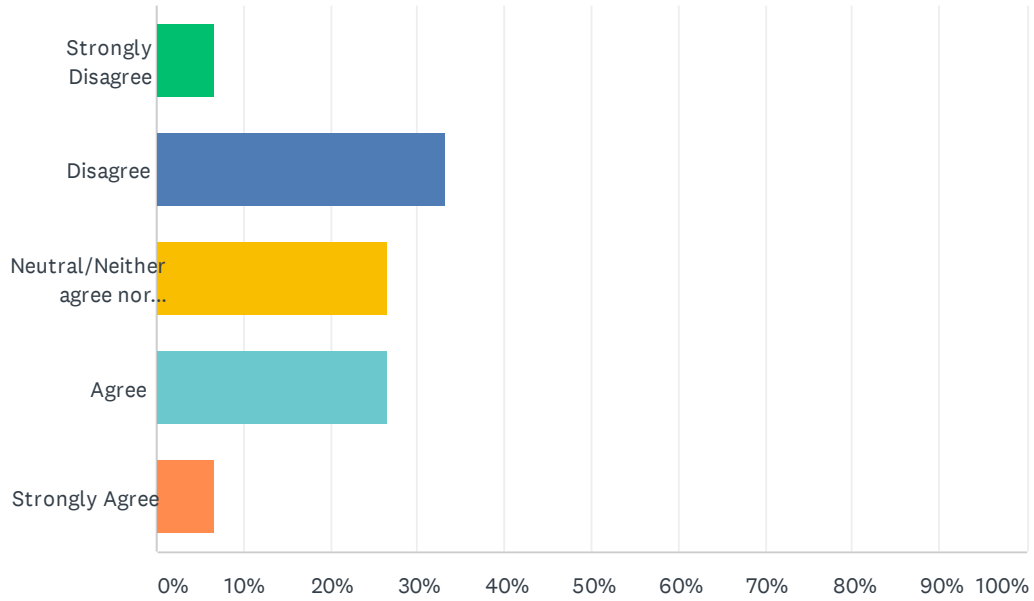
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly Disagree	0.00% 0
Disagree	20.00% 3
Neutral/Neither agree nor disagree	53.33% 8
Agree	20.00% 3
Strongly Agree	6.67% 1
<b>TOTAL</b>	<b>15</b>

## Q21 Employees treat each other with respect.

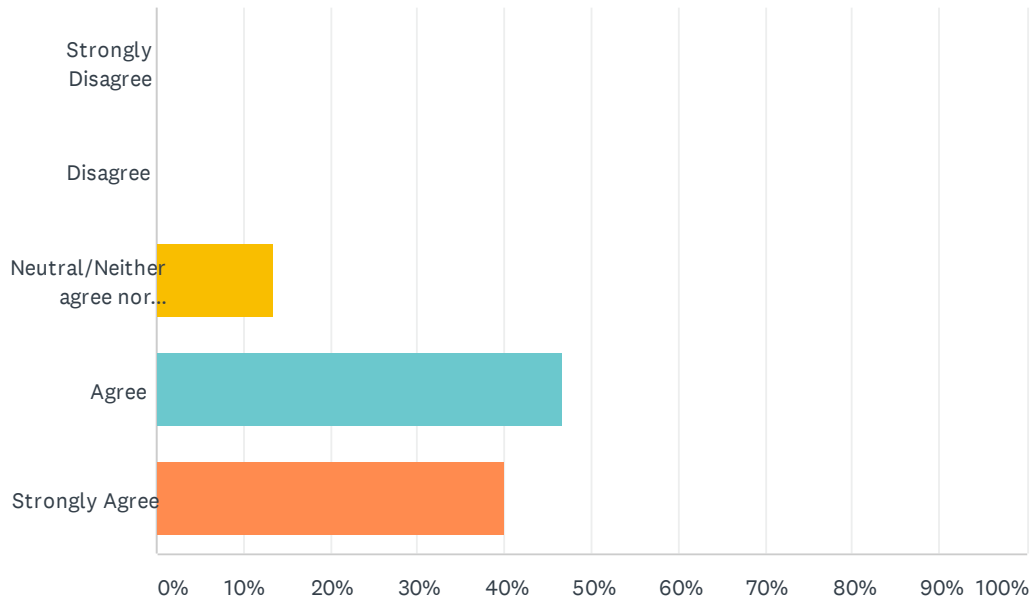
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	6.67%	1
Disagree	33.33%	5
Neutral/Neither agree nor disagree	26.67%	4
Agree	26.67%	4
Strongly Agree	6.67%	1
<b>TOTAL</b>		<b>15</b>

## Q22 I am often so involved in my work that the day goes by very quickly.

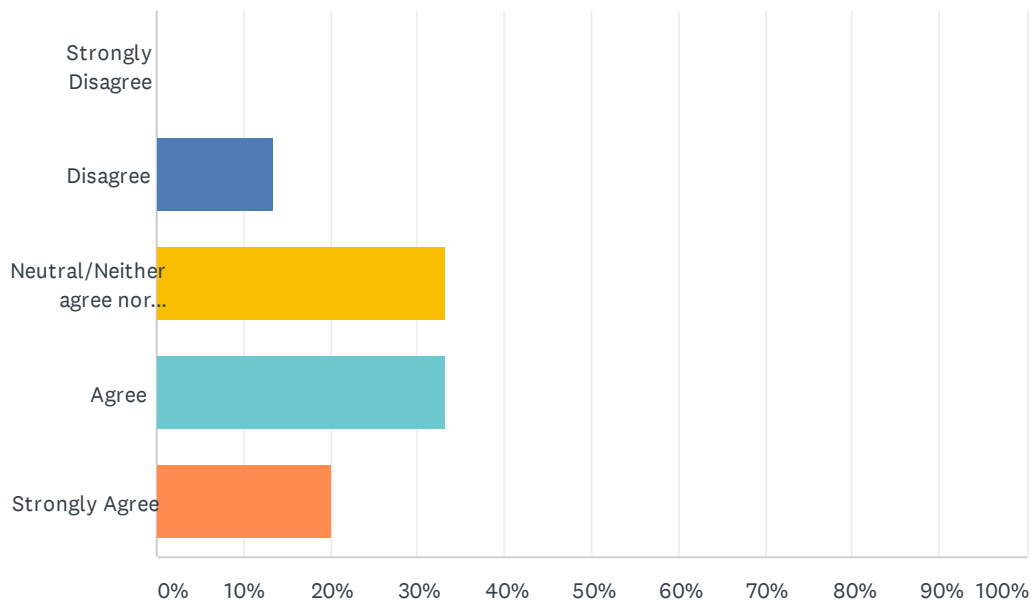
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	0.00%	0
Neutral/Neither agree nor disagree	13.33%	2
Agree	46.67%	7
Strongly Agree	40.00%	6
<b>TOTAL</b>		<b>15</b>

### Q23 I am satisfied that I have the opportunities to apply my talents and expertise.

Answered: 15 Skipped: 0

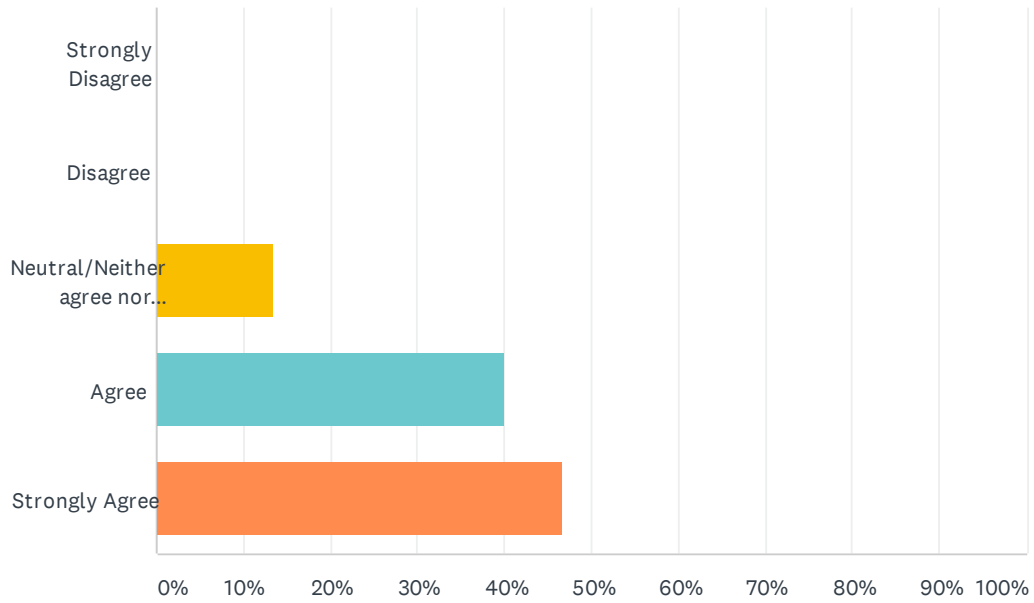


ANSWER CHOICES	RESPONSES
Strongly Disagree	0.00% 0
Disagree	13.33% 2
Neutral/Neither agree nor disagree	33.33% 5
Agree	33.33% 5
Strongly Agree	20.00% 3
<b>TOTAL</b>	<b>15</b>



## Q24 I am determined to give my best effort at work each day.

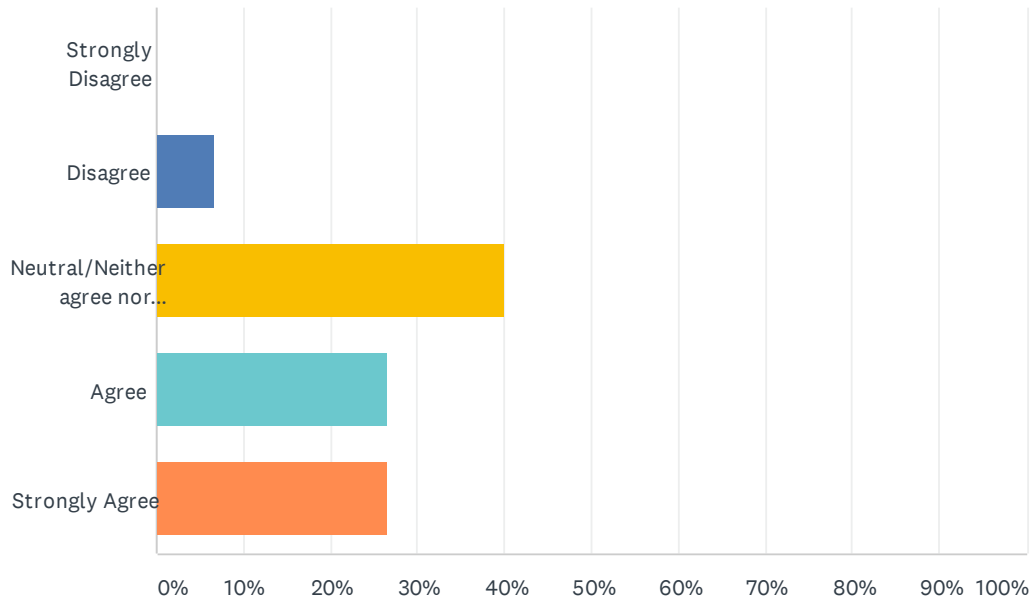
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	0.00%	0
Neutral/Neither agree nor disagree	13.33%	2
Agree	40.00%	6
Strongly Agree	46.67%	7
<b>TOTAL</b>		<b>15</b>

## Q25 My organization is dedicated to diversity and inclusiveness.

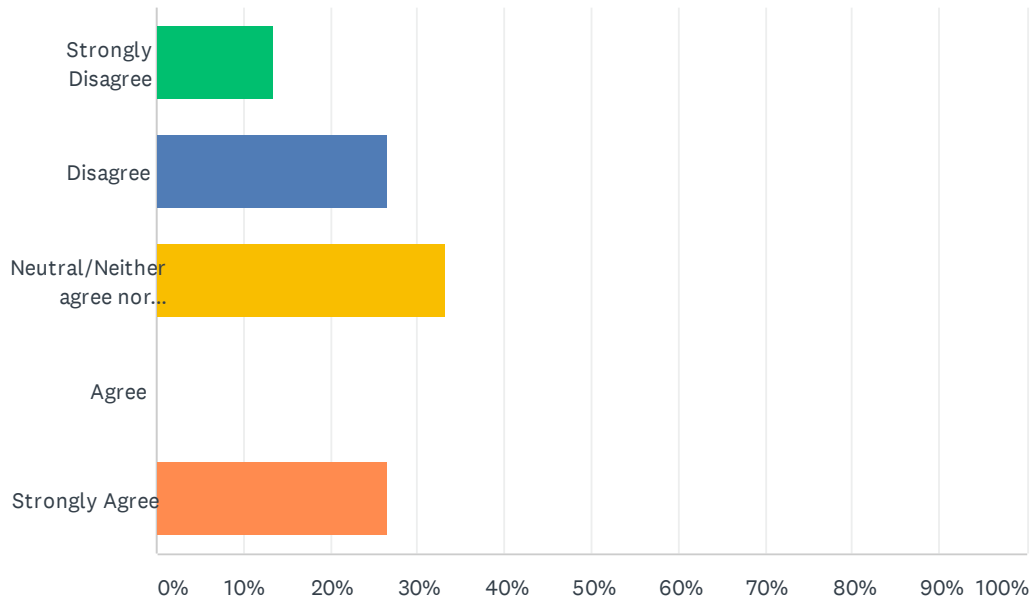
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	6.67%	1
Neutral/Neither agree nor disagree	40.00%	6
Agree	26.67%	4
Strongly Agree	26.67%	4
<b>TOTAL</b>		<b>15</b>

## Q26 Senior management and employees trust each other.

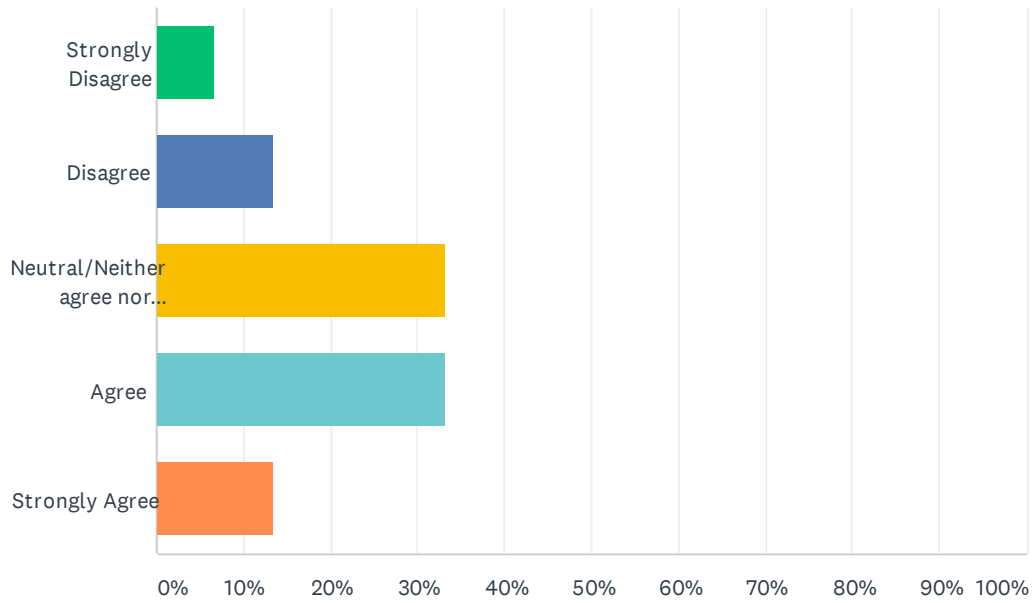
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	13.33%	2
Disagree	26.67%	4
Neutral/Neither agree nor disagree	33.33%	5
Agree	0.00%	0
Strongly Agree	26.67%	4
<b>TOTAL</b>		<b>15</b>

## Q27 Employees here are willing to take on new tasks as needed.

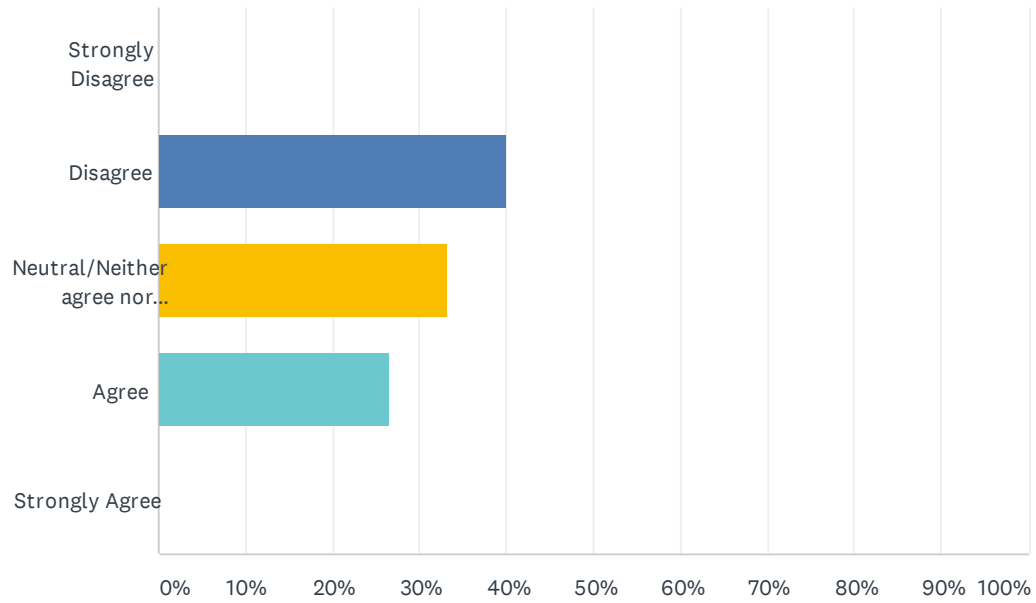
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	6.67%	1
Disagree	13.33%	2
Neutral/Neither agree nor disagree	33.33%	5
Agree	33.33%	5
Strongly Agree	13.33%	2
<b>TOTAL</b>		<b>15</b>

## Q28 I am compensated fairly relative to my local market.

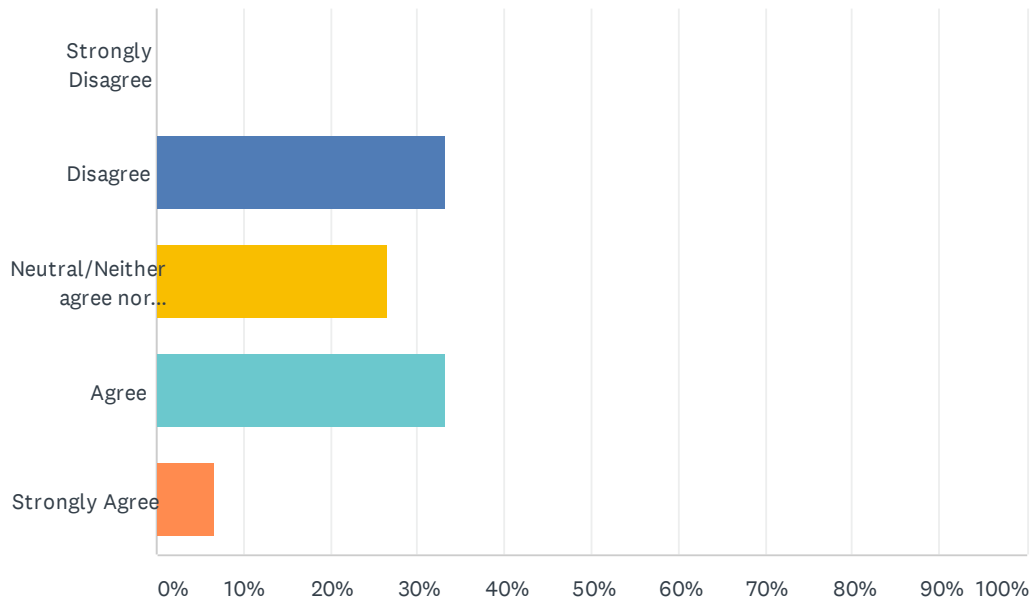
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	40.00%	6
Neutral/Neither agree nor disagree	33.33%	5
Agree	26.67%	4
Strongly Agree	0.00%	0
<b>TOTAL</b>		<b>15</b>

## Q29 I am satisfied with the investment my organization makes in training and education.

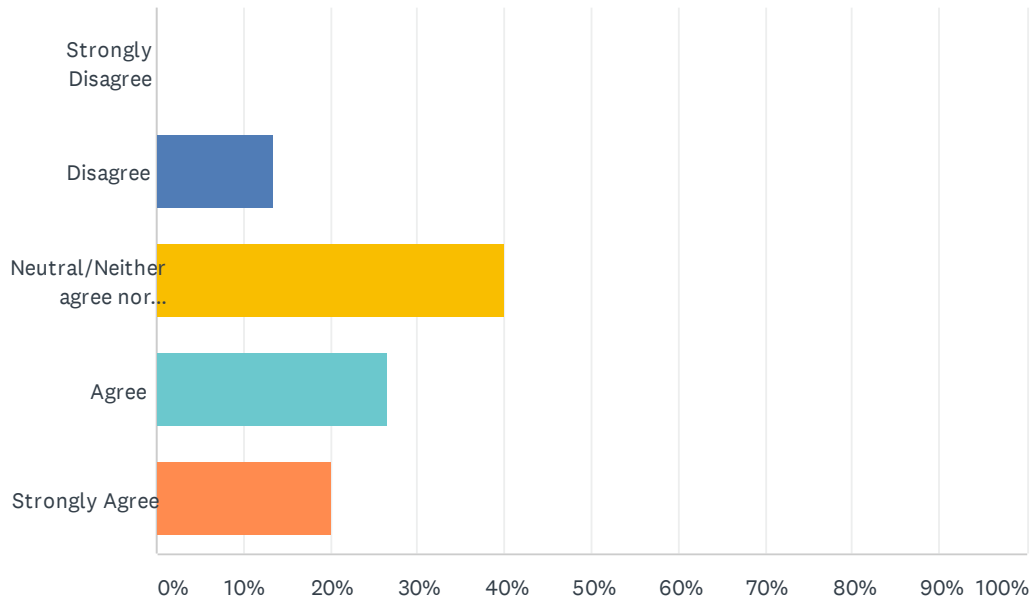
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly Disagree	0.00% 0
Disagree	33.33% 5
Neutral/Neither agree nor disagree	26.67% 4
Agree	33.33% 5
Strongly Agree	6.67% 1
<b>TOTAL</b>	<b>15</b>

### Q30 My organization operates in a socially responsible manner.

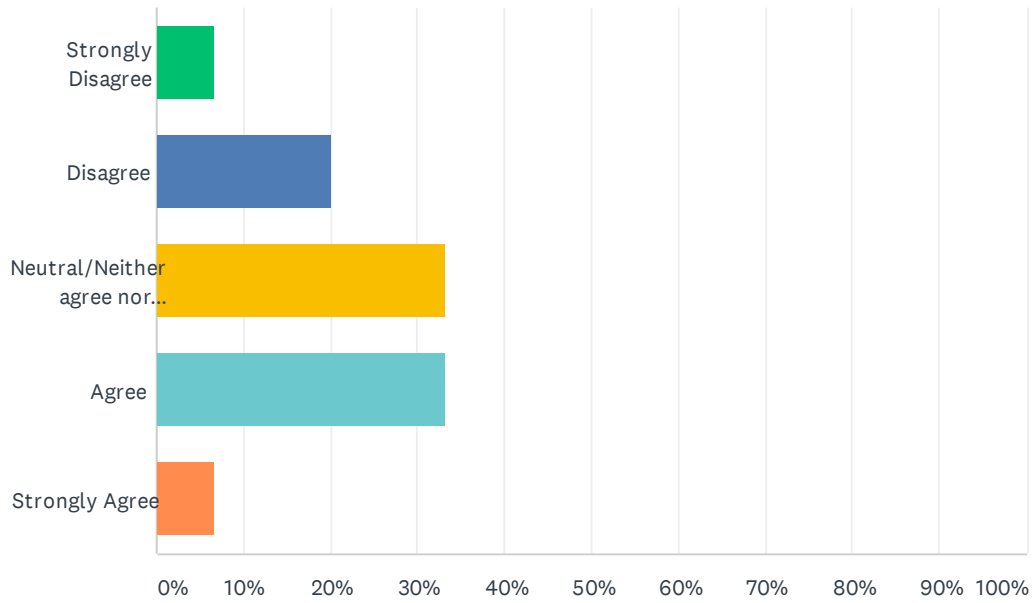
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	13.33%	2
Neutral/Neither agree nor disagree	40.00%	6
Agree	26.67%	4
Strongly Agree	20.00%	3
<b>TOTAL</b>		<b>15</b>

### Q31 Employees in my organization willingly accept change.

Answered: 15 Skipped: 0

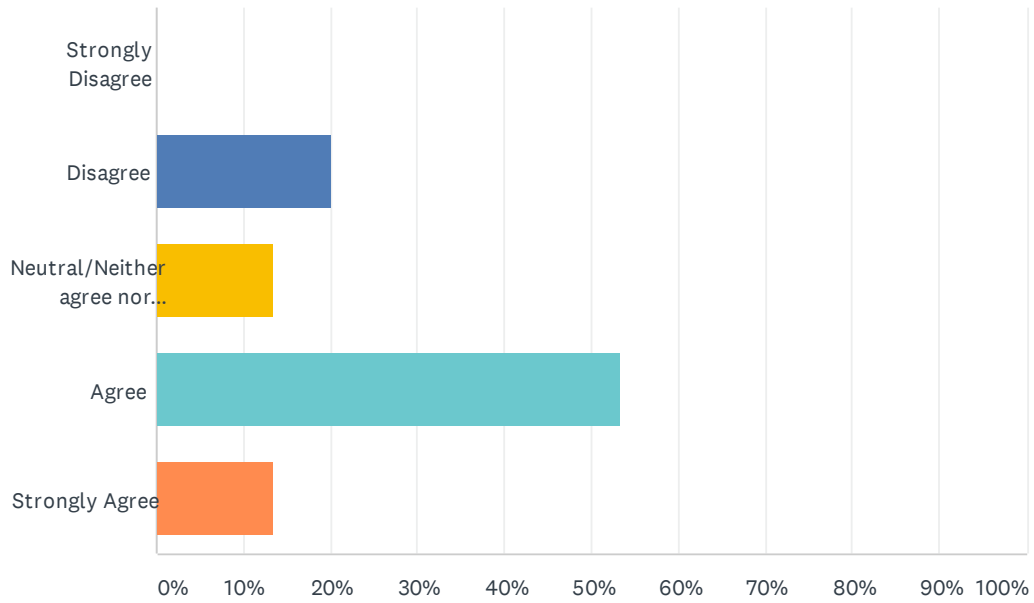


ANSWER CHOICES	RESPONSES	
Strongly Disagree	6.67%	1
Disagree	20.00%	3
Neutral/Neither agree nor disagree	33.33%	5
Agree	33.33%	5
Strongly Agree	6.67%	1
<b>TOTAL</b>		<b>15</b>



### Q32 Employees here always keep going when the going gets tough.

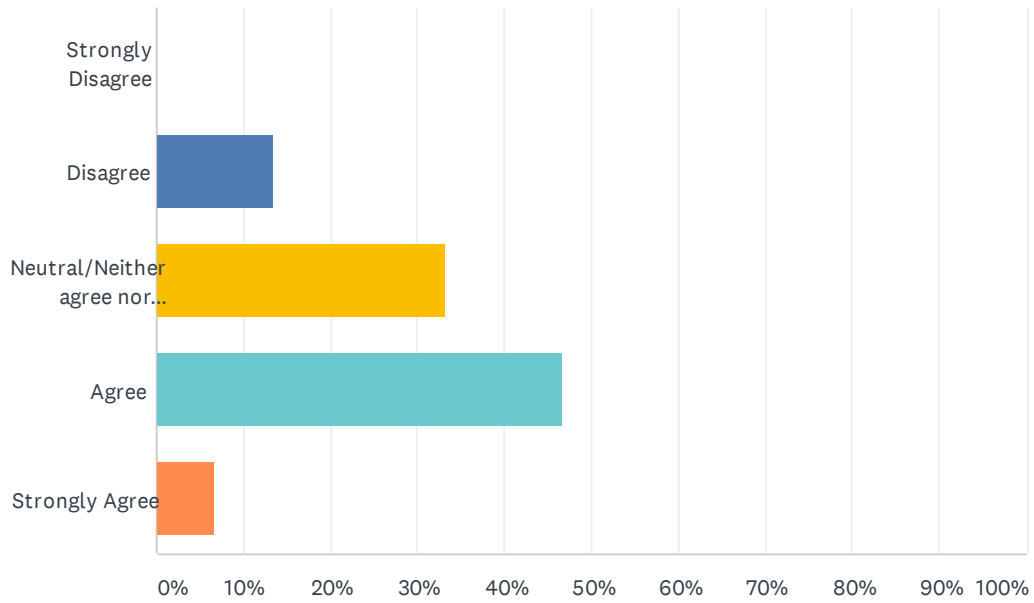
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	20.00%	3
Neutral/Neither agree nor disagree	13.33%	2
Agree	53.33%	8
Strongly Agree	13.33%	2
<b>TOTAL</b>		<b>15</b>

### Q33 Employees proactively identify future challenges and opportunities.

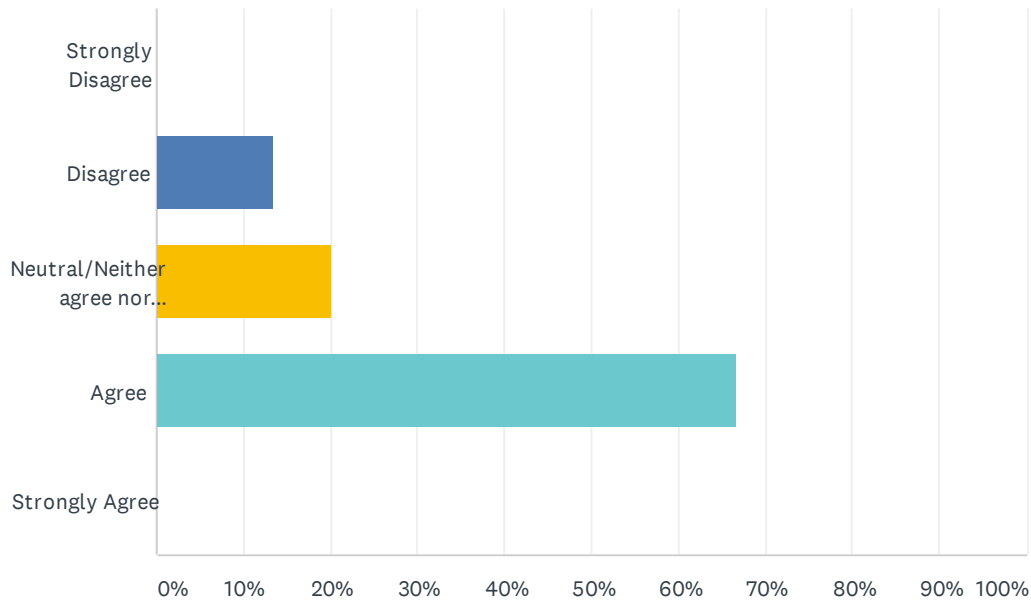
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	13.33%	2
Neutral/Neither agree nor disagree	33.33%	5
Agree	46.67%	7
Strongly Agree	6.67%	1
<b>TOTAL</b>		<b>15</b>

### Q34 I am satisfied with the amount of paid leave offered by my organization.

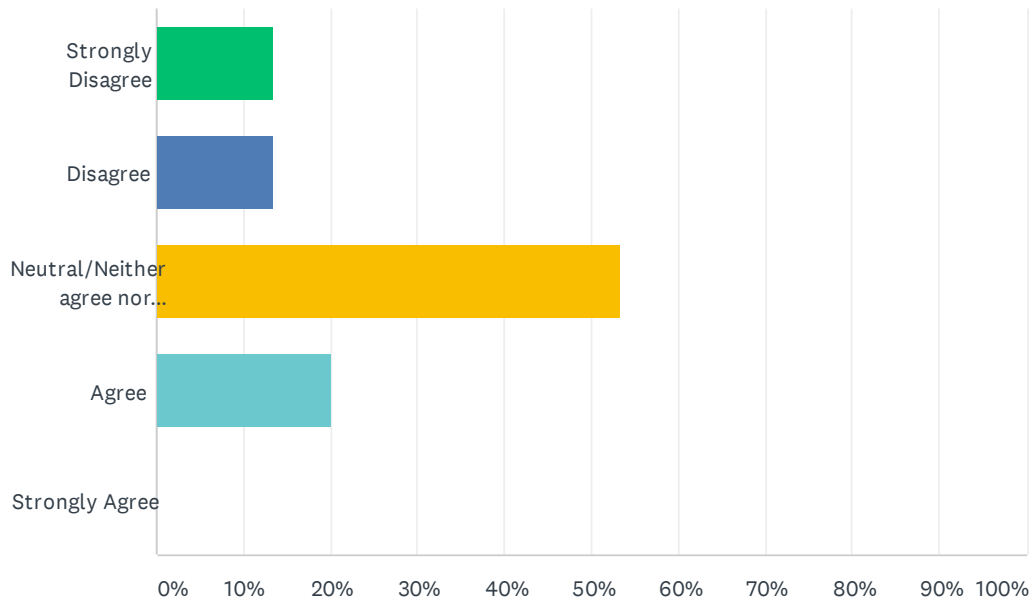
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly Disagree	0.00% 0
Disagree	13.33% 2
Neutral/Neither agree nor disagree	20.00% 3
Agree	66.67% 10
Strongly Agree	0.00% 0
<b>TOTAL</b>	<b>15</b>

### Q35 I am satisfied with the healthcare-related benefits offered by my organization.

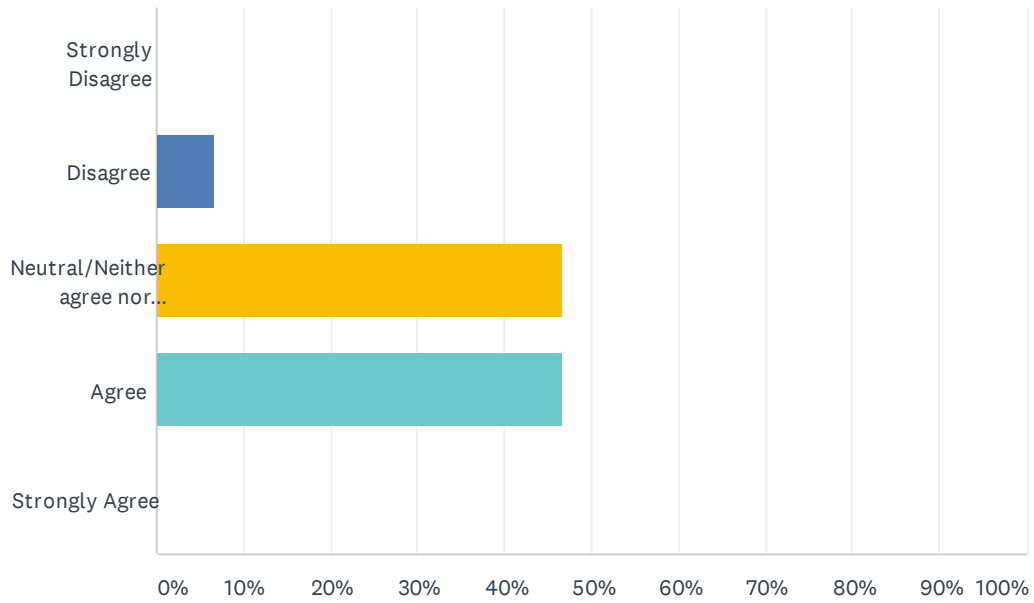
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	13.33%	2
Disagree	13.33%	2
Neutral/Neither agree nor disagree	53.33%	8
Agree	20.00%	3
Strongly Agree	0.00%	0
<b>TOTAL</b>		<b>15</b>

### Q36 I am satisfied with the retirement plan offered by my organization.

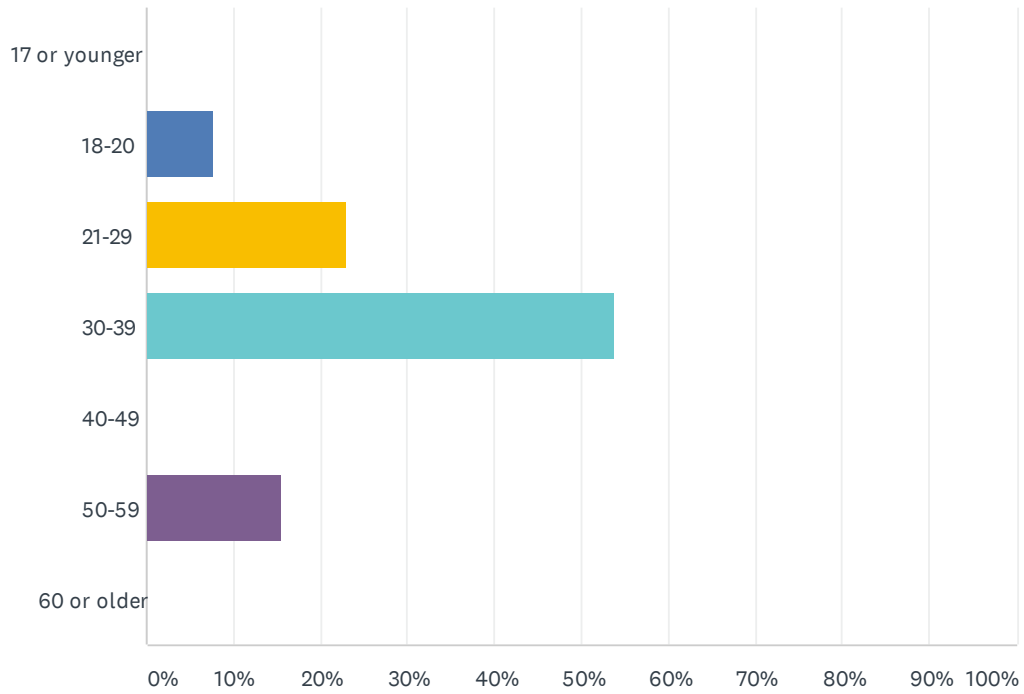
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	6.67%	1
Neutral/Neither agree nor disagree	46.67%	7
Agree	46.67%	7
Strongly Agree	0.00%	0
<b>TOTAL</b>		<b>15</b>

### Q37 What is your age?

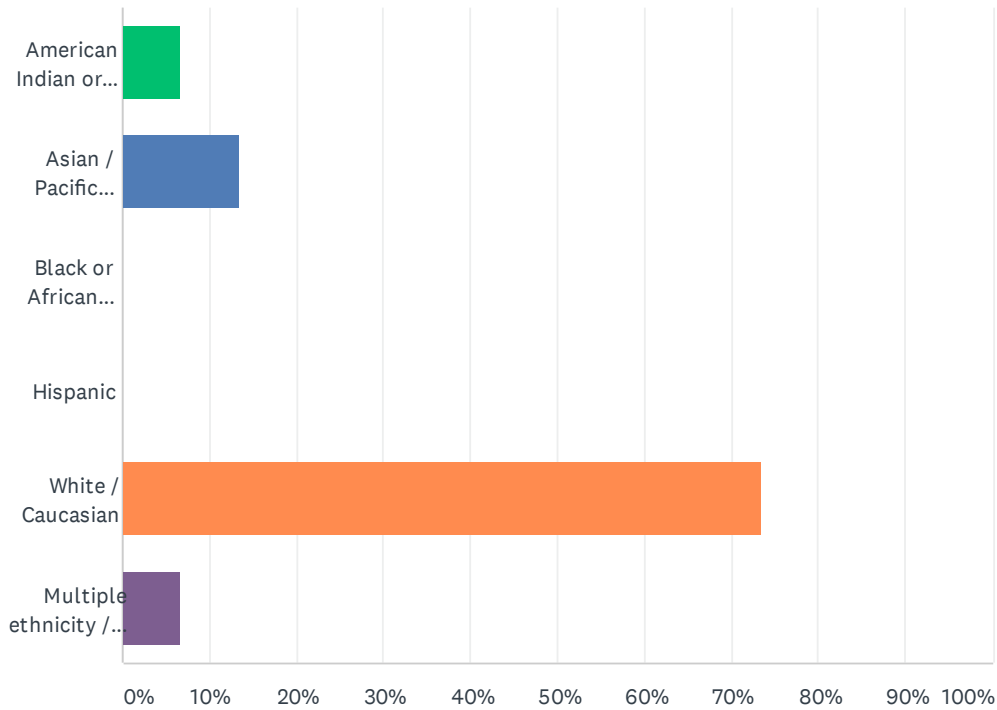
Answered: 13 Skipped: 2



ANSWER CHOICES	RESPONSES
17 or younger	0.00% 0
18-20	7.69% 1
21-29	23.08% 3
30-39	53.85% 7
40-49	0.00% 0
50-59	15.38% 2
60 or older	0.00% 0
<b>TOTAL</b>	<b>13</b>

### Q38 Which race/ethnicity best describes you? (Please choose only one.)

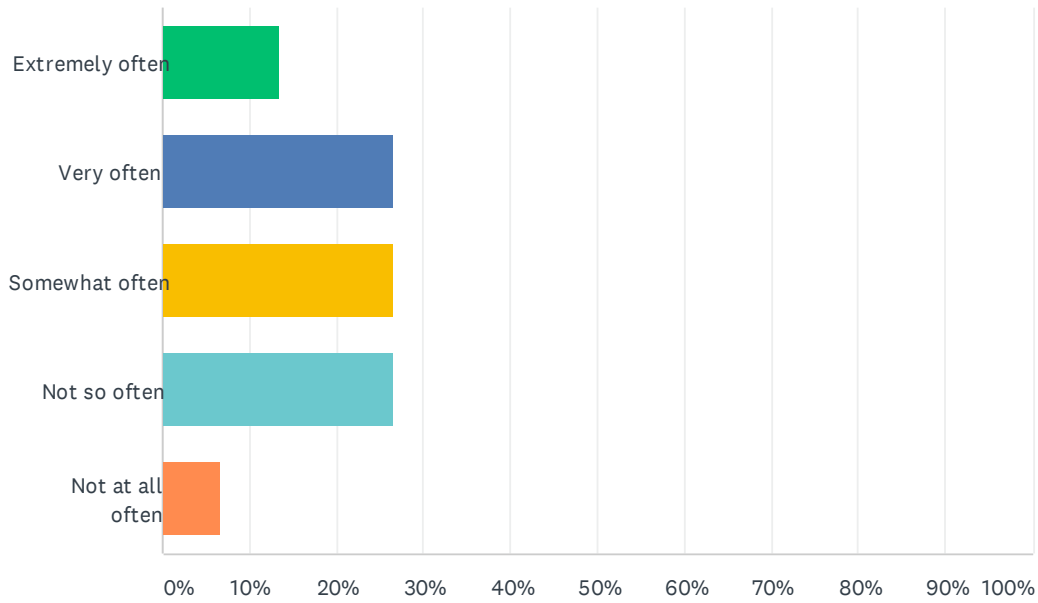
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
American Indian or Alaskan Native	6.67%	1
Asian / Pacific Islander	13.33%	2
Black or African American	0.00%	0
Hispanic	0.00%	0
White / Caucasian	73.33%	11
Multiple ethnicity / Other (please specify)	6.67%	1
<b>TOTAL</b>		<b>15</b>

### Q39 How often does your supervisor give you feedback about your work?

Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Extremely often	13.33%	2
Very often	26.67%	4
Somewhat often	26.67%	4
Not so often	26.67%	4
Not at all often	6.67%	1
<b>TOTAL</b>		<b>15</b>

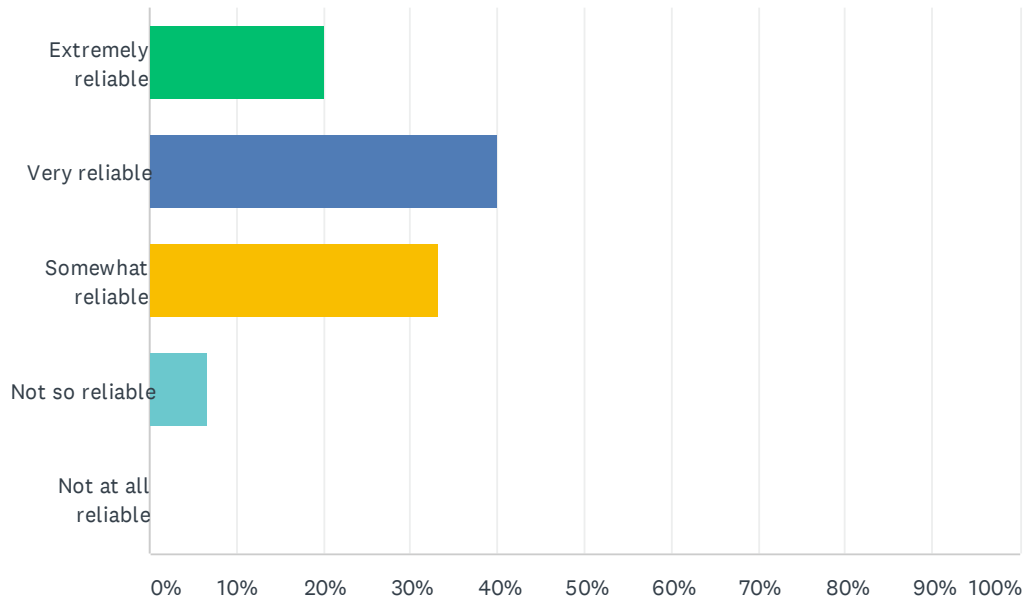


## Q40 What does your supervisor need to do to improve his/her performance?

Answered: 11 Skipped: 4

### Q41 How reliable is your supervisor?

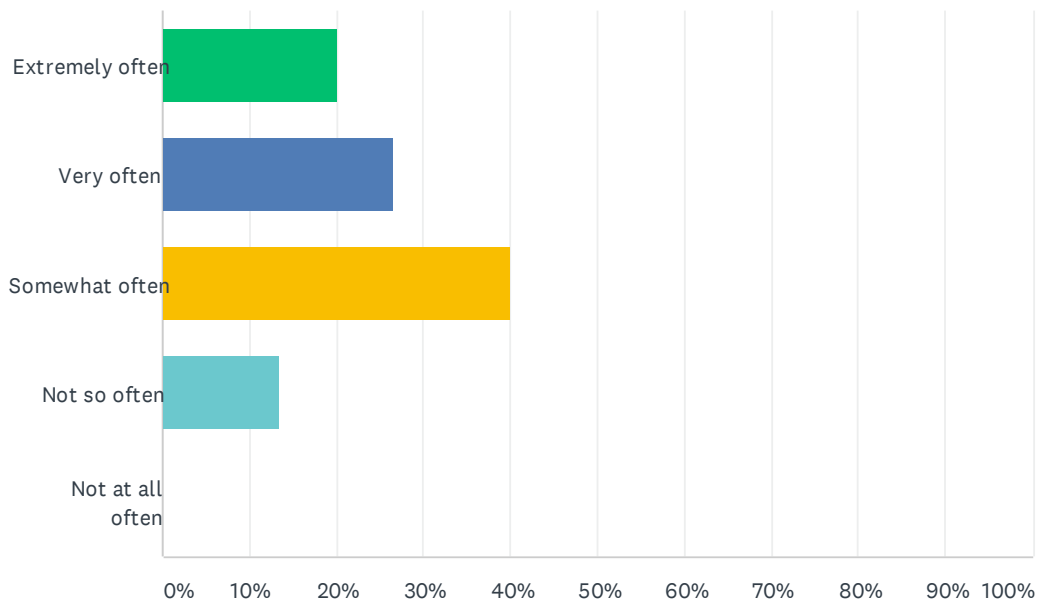
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Extremely reliable	20.00%	3
Very reliable	40.00%	6
Somewhat reliable	33.33%	5
Not so reliable	6.67%	1
Not at all reliable	0.00%	0
<b>TOTAL</b>		<b>15</b>

### Q42 How often does your supervisor listen to employees' opinions when making decisions?

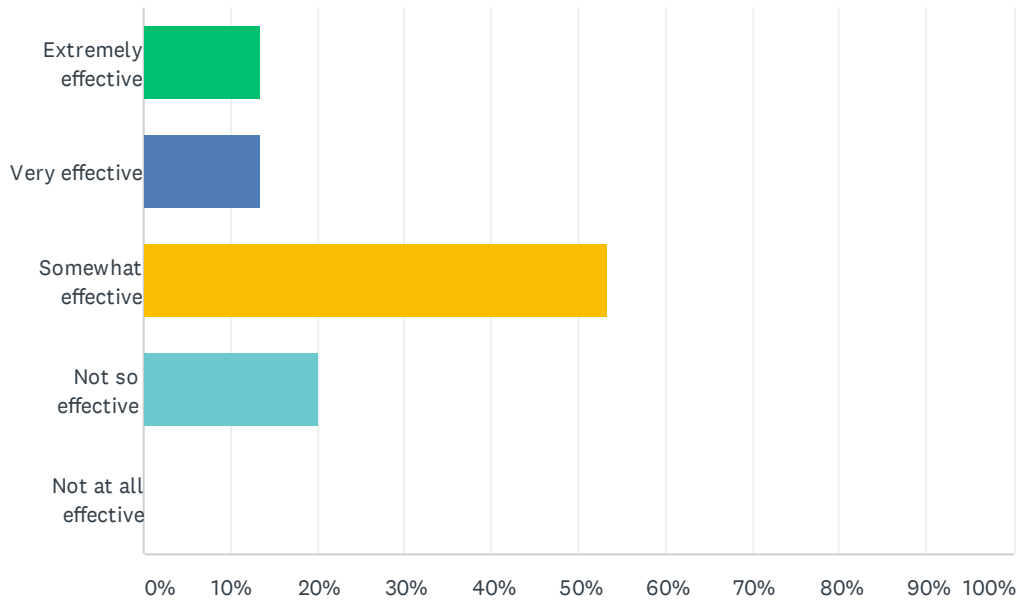
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Extremely often	20.00%	3
Very often	26.67%	4
Somewhat often	40.00%	6
Not so often	13.33%	2
Not at all often	0.00%	0
<b>TOTAL</b>		<b>15</b>

### Q43 How effective is the training you receive from your supervisor?

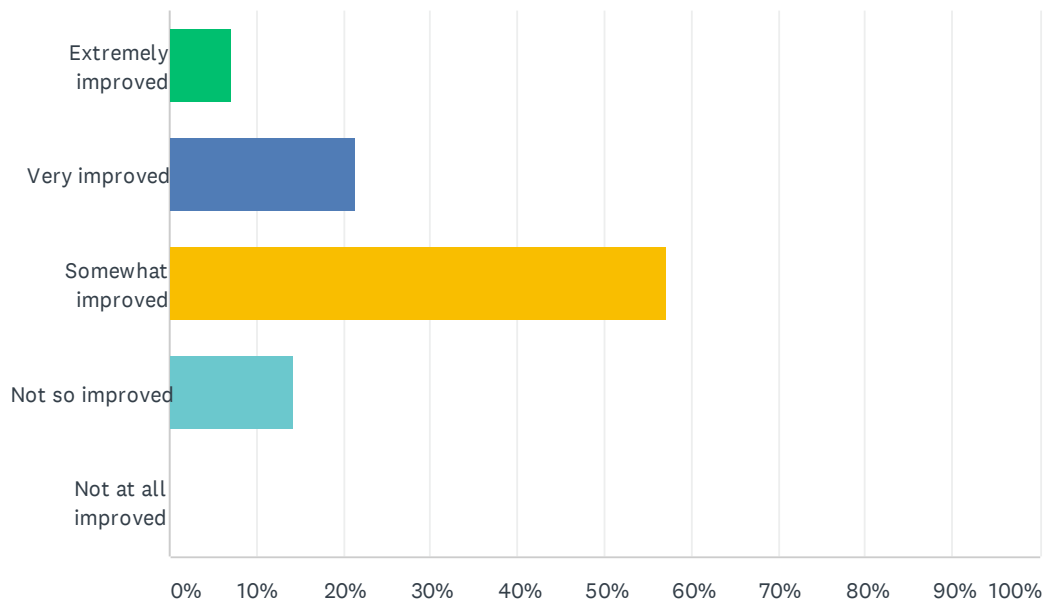
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Extremely effective	13.33%	2
Very effective	13.33%	2
Somewhat effective	53.33%	8
Not so effective	20.00%	3
Not at all effective	0.00%	0
<b>TOTAL</b>		<b>15</b>

### Q44 How improved is your performance after getting feedback from your supervisor about your work?

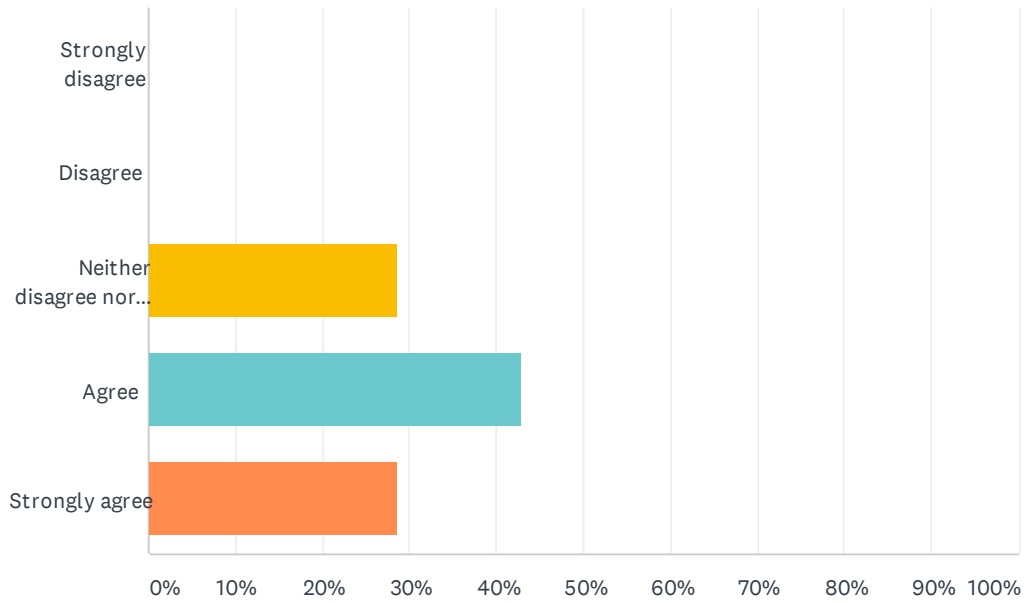
Answered: 14 Skipped: 1



ANSWER CHOICES	RESPONSES
Extremely improved	7.14% 1
Very improved	21.43% 3
Somewhat improved	57.14% 8
Not so improved	14.29% 2
Not at all improved	0.00% 0
<b>TOTAL</b>	<b>14</b>

### Q45 At work, I clearly understand what is expected of me.

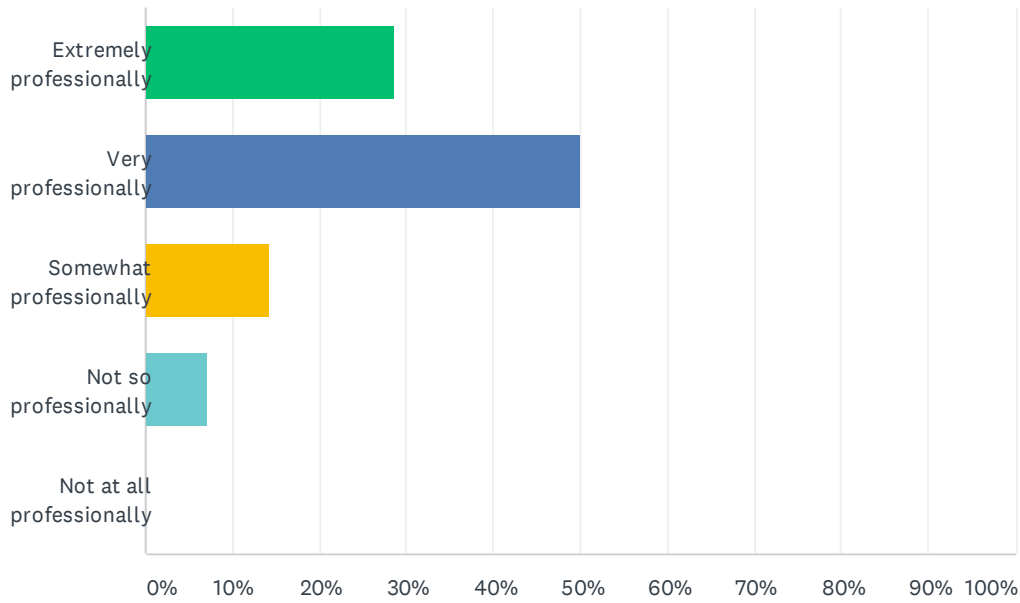
Answered: 14 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	0.00%	0
Neither disagree nor agree	28.57%	4
Agree	42.86%	6
Strongly agree	28.57%	4
<b>TOTAL</b>		<b>14</b>

## Q46 How professionally does your supervisor behave?

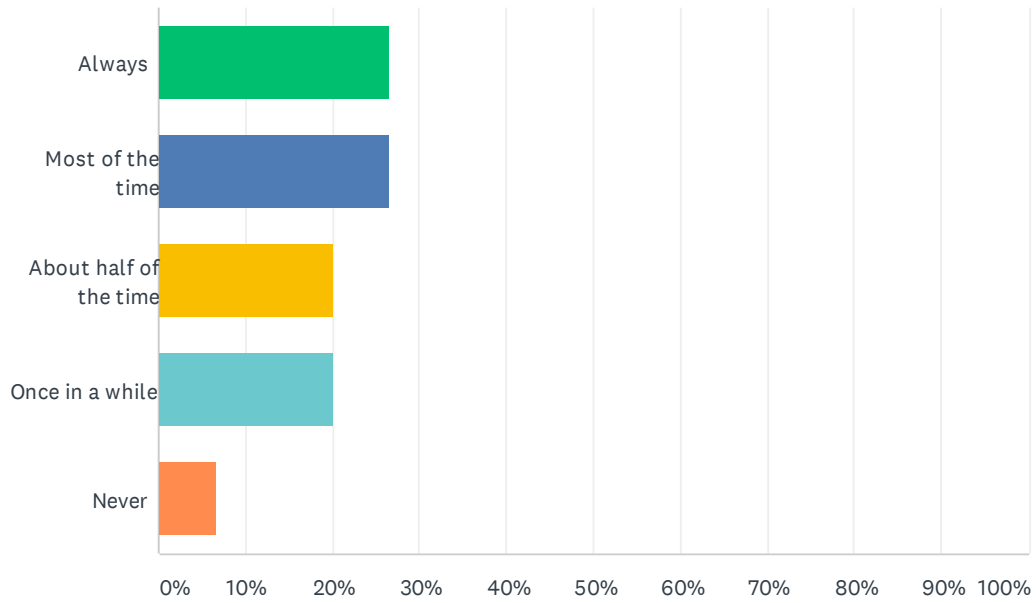
Answered: 14 Skipped: 1



ANSWER CHOICES	RESPONSES	
Extremely professionally	28.57%	4
Very professionally	50.00%	7
Somewhat professionally	14.29%	2
Not so professionally	7.14%	1
Not at all professionally	0.00%	0
<b>TOTAL</b>		<b>14</b>

### Q47 In a typical week, how often do you feel stressed at work?

Answered: 15 Skipped: 0

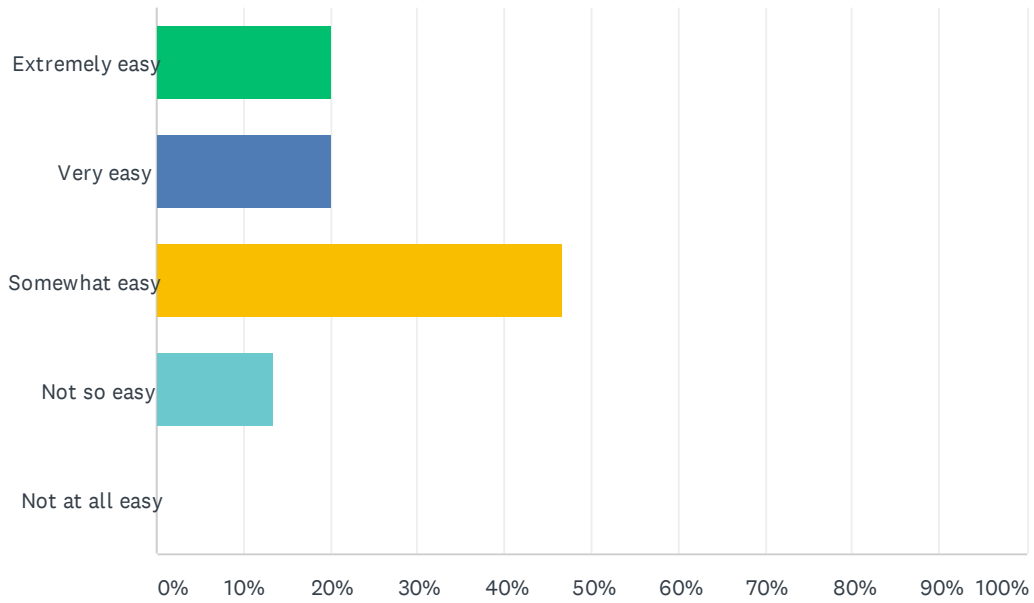


ANSWER CHOICES	RESPONSES	
Always	26.67%	4
Most of the time	26.67%	4
About half of the time	20.00%	3
Once in a while	20.00%	3
Never	6.67%	1
<b>TOTAL</b>		<b>15</b>



### Q48 How easy is it to get help from your supervisor when you want it?

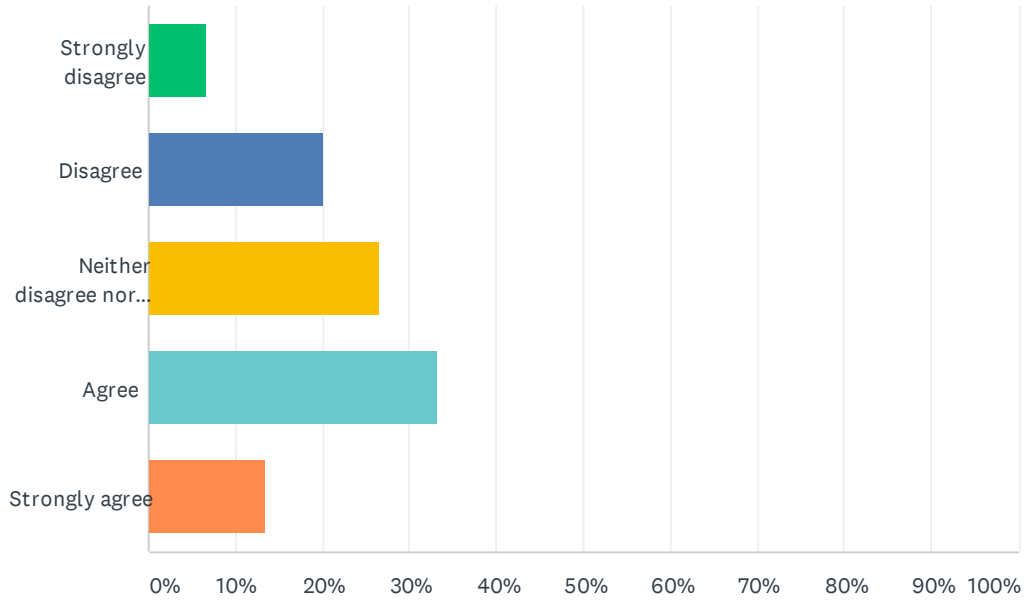
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Extremely easy	20.00%	3
Very easy	20.00%	3
Somewhat easy	46.67%	7
Not so easy	13.33%	2
Not at all easy	0.00%	0
<b>TOTAL</b>		<b>15</b>

### Q49 I know I will be recognized for excellent work.

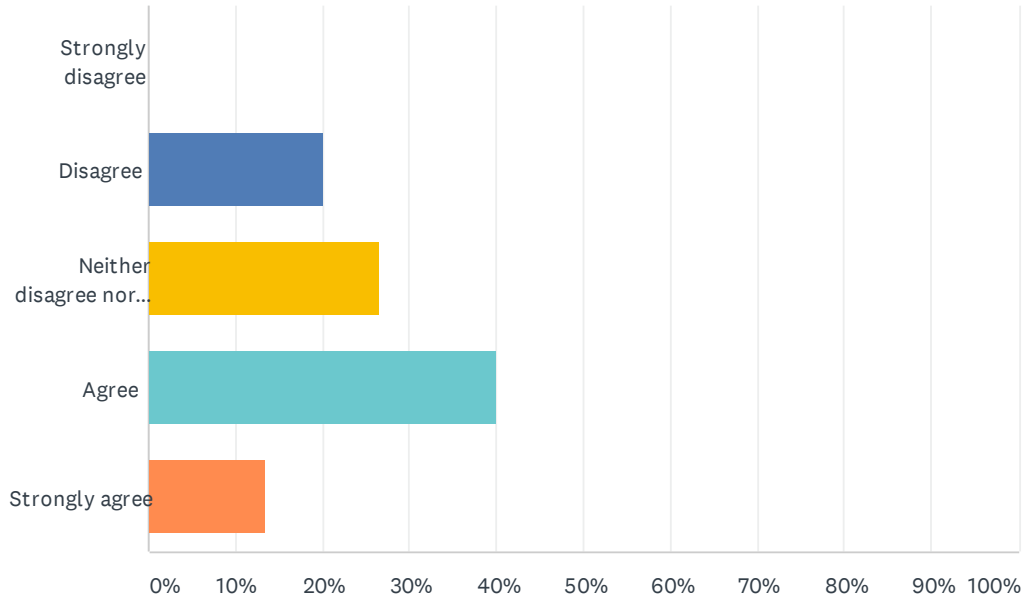
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly disagree	6.67%	1
Disagree	20.00%	3
Neither disagree nor agree	26.67%	4
Agree	33.33%	5
Strongly agree	13.33%	2
<b>TOTAL</b>		<b>15</b>

### Q50 In my work I am always challenged to grow.

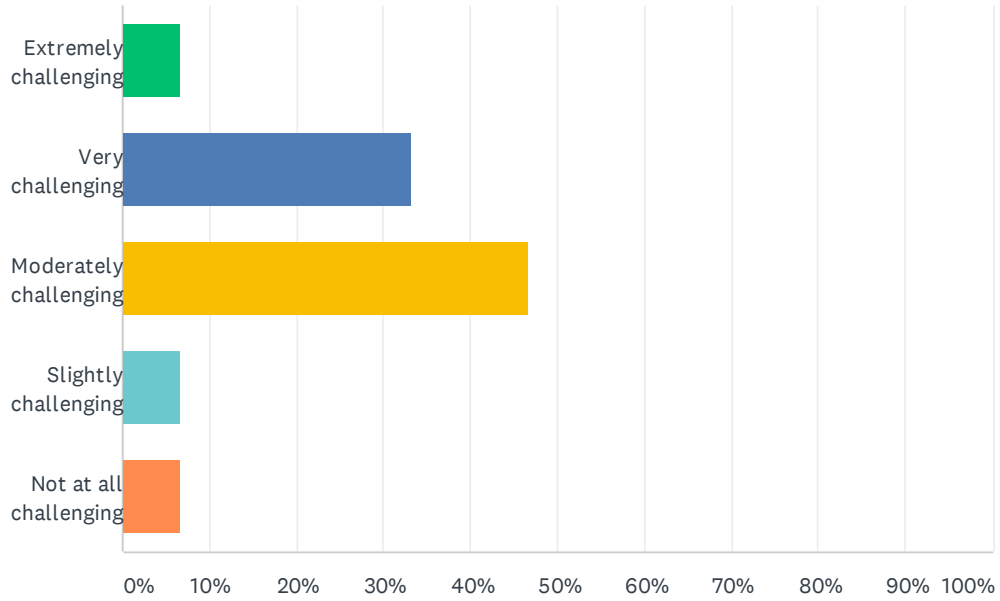
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	20.00%	3
Neither disagree nor agree	26.67%	4
Agree	40.00%	6
Strongly agree	13.33%	2
<b>TOTAL</b>		<b>15</b>

### Q51 How challenging is your job?

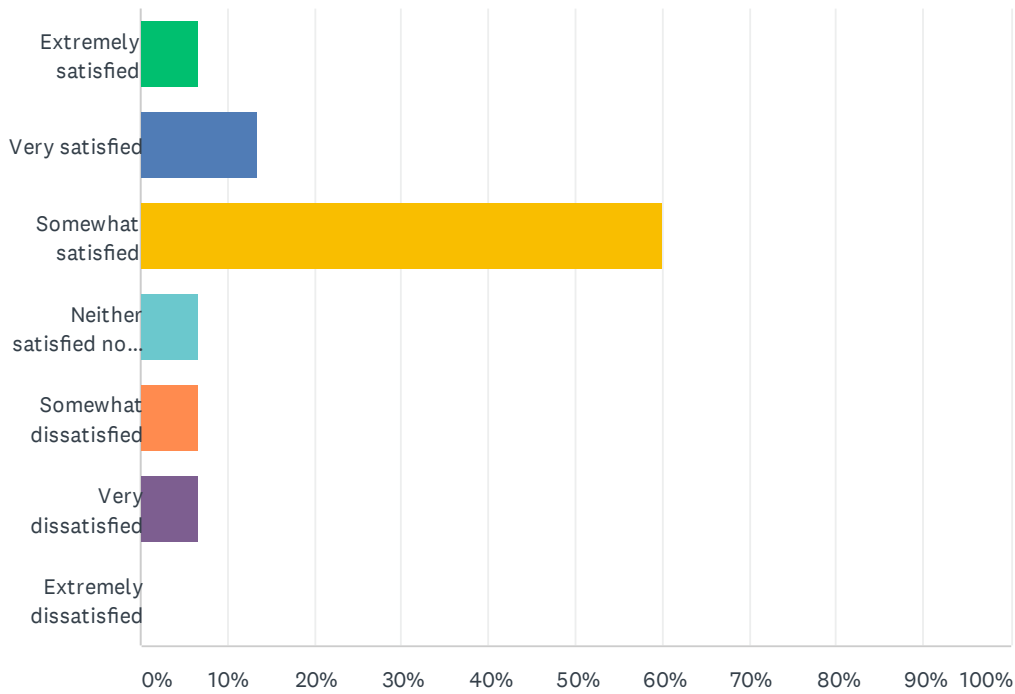
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Extremely challenging	6.67%	1
Very challenging	33.33%	5
Moderately challenging	46.67%	7
Slightly challenging	6.67%	1
Not at all challenging	6.67%	1
<b>TOTAL</b>		<b>15</b>

## Q52 Overall, are you satisfied with your job, neither satisfied nor dissatisfied with it, or dissatisfied with it?

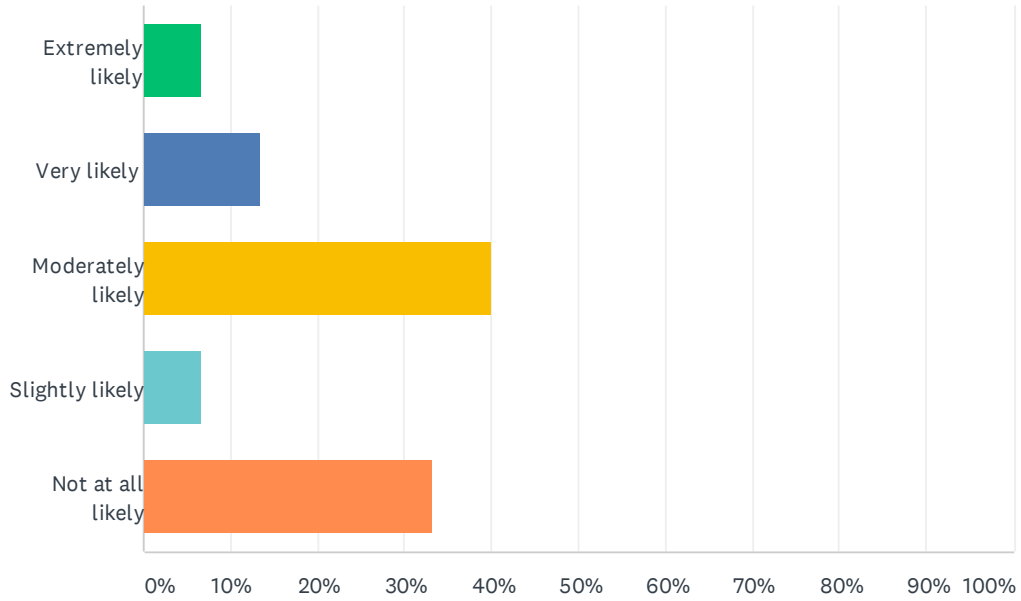
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES
Extremely satisfied	6.67% 1
Very satisfied	13.33% 2
Somewhat satisfied	60.00% 9
Neither satisfied nor dissatisfied	6.67% 1
Somewhat dissatisfied	6.67% 1
Very dissatisfied	6.67% 1
Extremely dissatisfied	0.00% 0
<b>TOTAL</b>	<b>15</b>

### Q53 How likely are you to search for a new job in the next 30 days?

Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Extremely likely	6.67%	1
Very likely	13.33%	2
Moderately likely	40.00%	6
Slightly likely	6.67%	1
Not at all likely	33.33%	5
<b>TOTAL</b>		<b>15</b>