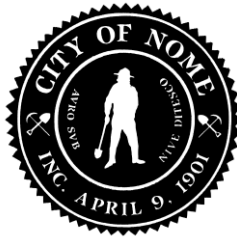


Mayor
John K. Handeland

Manager
Glenn Steckman

Clerk
Bryant Hammond



**Nome Public Safety
Advisory Committee**

vacant
Justin Noffske
Ivory Okleasik
Jana Hoggan
Andrew Miller, Jr.
Traci McGarry
Carol Piscoya
vacant

Shauntel Bruner-Alvanna

**NOME PUBLIC SAFETY ADVISORY COMMITTEE
REGULAR MEETING AGENDA**

MONDAY, MARCH 01, 2021 at 6:00 PM
COUNCIL CHAMBERS IN CITY HALL

102 Division St. ▪ P.O. Box 281 ▪ Nome, Alaska 99762 ▪ Phone (907) 443-6663 ▪ Fax (907) 443-5345

ROLL CALL

APPROVAL OF AGENDA

APPROVAL OF MINUTES

- [A.](#) August 3, 2020 Nome Public Safety Advisory Commission Regular Meeting Minutes,

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CITIZENS' COMMENTS

UNFINISHED BUSINESS

- [A.](#) Draft Use of Force Policy,

PAGE 6

NEW BUSINESS

- [A.](#) Russell Consulting Management Audit of the Nome Police Department,

PAGE 19

CITY MANAGER'S REPORT

- A. Activity Report: February 2021,

VERBAL

- [B.](#) KNOM Article of February 21, 2021 entitled *After Mishandled Investigations, Advocates Cautious as Nome Police Try Rebuilding Trust*,

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COMMITTEE MEMBER'S COMMENTS

ADJOURNMENT

**MINUTES
NOME PUBLIC SAFETY ADVISORY COMMISSION
REGULAR MEETING
AUGUST 3, 2020**

The regular meeting of the Nome Public Safety Advisory Commission was called to order at 6:02PM by Chairman Barnes in Council Chambers at City Hall, located at 102 Division Street.

ROLL CALL

Members Present: Irvin Barnes; Lisa Ellanna (telephonic); Jana Hoggan (telephonic); Mo Koezuna (telephonic); Traci McGarry (telephonic); Andy Miller (telephonic); Justin Noffsker; Ivory Okleasik (6:10PM, telephonic); Carol Piscoya (telephonic)

Members Absent:

Also Present: Glen Steckman, City Manager; Christine Piscoya, Deputy City Clerk; Mike Heintzleman, NPD Chief.

In the audience: Emily Hofstaedter (KNOM)

APPROVAL OF AGENDA

Chairman Barnes asked if there were any changes to the agenda.

A motion was made by C. Piscoya and seconded by C. Hoggan to amend the agenda as presented.

Discussion:

- Chairman Barnes noted a change to add in Citizen Comments.
- Commissioner Ellanna added in to put the OPM as unfinished business.

At the roll call:

Aye: Ellanna; Hoggan; Koezuna; McGarry; Miller; Piscoya; Barnes.

Nay:

Abstain:

The motion **CARRIED**.

CITIZENS' COMMENTS

- A. Jennifer Morton commented she will be opening her private practice and explained what her practice would include.
- City Manager Steckman suggested Mrs. Morton present her information through the next meeting so that there is time to discuss because citizen comments is short and about the agenda at the present time.

- B. Jerald Brown emailed a concern to the Commission from Gabby Brown concerning a child being violently arrested by the NPD and hopes that the discrimination against the native population will be correct and that our native youth do not
- C. Lisa Ellanna stated the way NPD handled this young child was over aggressive but how the children reacted to NPD was not ok. She hopes that NPD does not use excessive force on a child to arrest them.
 - City Manager Steckman replied this topic will be discussed in the executive session and that he reviewed the footage and report with his opinion that he agrees with the sentiment but there are so many dynamics with some kids. The Police Officers involved was assault in the head and another police officer had his glasses broken; these are broader issues that actually happened.

UNFINISHED BUSINESS

- A. Report re: About the National Association for Civilian Oversight of Law Enforcement.
 - Commissioner Ellanna stated she sent a 104 page document regarding the oversight and thanked city staff for adding it into the packet.
 - Commissioner McGarry asked about the model being used through this and how does Nome define in this model.
 - Chairman Barnes stated that this commission needs to keep moving and that the lack of public advertising hasn't been used to its' full potential.
 - City Manager Steckman stated it's been posted on social media, the City Hall front door and in the newspaper; it was a plain advertisement but it was pushed out to the public.

NEW BUSINESS

- A. Accreditation Standards through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA).
 - Chief NPD Heintzleman explained what CALEA is for and what the Police department hopes to achieve to hold NPD accountable for them.
 - City Manager Steckman stated he is in favor for this type of accreditation for the Police Department and hoped that both he and NPD Chief Heintzleman will be with the City in four years when/if they get recertified. If the Police Department gets accredited through CALEA this would be the first to be accredited through CALEA in the state.

NOME POLICE DEPARTMENT CHIEF'S REPORT

- A. Activity Report: July 2020.
 - Chief Heintzleman read off the statistical report for services calls. Chief Heintzleman explained that Investigator Pruckner was hired to investigate and train other officers to ensure that the report to the District Attorney's Office so that the case can go further for those victims. He continued to state that ongoing training is always good for the younger officers and hopes that bringing on a new investigator will help close their cases and forward it to the DAO to prosecute.
 - City Manager Steckman explained that they invited the District Attorney to a NPD training so that it will help the officers compile a report and also to train how to testify in court.

CITY MANAGER'S REPORT

A. Activity Report: July 2020.

- City Manager Steckman asked who all have had a tour of the Police Station and not many have toured the facility. He suggested that the next meeting should be in the Public Safety conference room so that if any commissioner would like a tour of the facility can get one and then the meeting would be there.

COMMISSIONERS' COMMENTS

- 1) Commissioner Hoggan did not comment.
- 2) Commissioner Koezuna mentioned she tried to submit a welfare check to NPD for a concern of a citizen in town and the dispatcher that received the call wasn't helpful at all. C. Koezuna suggested that suicide is very critical topic and that the dispatchers should be trained with how to respond to these types of calls.
- 3) Commissioner McGarry did not comment.
- 4) Commissioner Miller did not comment.
- 5) Commissioner Noffske was not present for commissioner's comments.
- 6) Commissioner Okleasik was not present for commissioner's comments.
- 7) Commissioner Piscoya suggested that this commission needs to keep moving forward so that the issues that are ongoing do not continue to keep having issues.
- 8) Chairman Barnes echoed Commissioner Piscoya's comment and that it's nice to see an officer presents on Front Street and hopes that it continues to keep a presence.
- 9) Commissioner Ellanna stated housing is still a big concern in this city and hopes that there can be solutions brought forward.

EXECUTIVE SESSION

The Commission recessed into executive session at 9:05 PM.

The Commission came out of executive session at 10:02 PM.

ADJOURNMENT

A motion was made by C. Noffske and seconded by C. Ellanna that the meeting be adjourned.

Hearing no objections, the Nome Public Safety Advisory Commission adjourned at 10:02 PM

APPROVED and **SIGNED** this 1st day of March, 2021.

CAROL PISCOYA
Vice Chair

ATTEST:

BRYANT HAMMOND
City Clerk

CHAPTER 301 USE OF FORCE

301.010 INTENT OF THIS CHAPTER

The Department policies established in this chapter are not intended, and should not be construed, to be used as evidence of the existence of any higher duty of safety or care than is otherwise provided by law. Rather, violations of this chapter are to be used solely to form the basis for departmental administrative action.

301.020 USE OF FORCE AND DEADLY FORCE

A. Definitions. As used in this chapter,

1. "Force" means any deliberate bodily impact or restraint for the purpose of gaining control of a person, or the use of explosives and distraction devices even if not directed toward a person; "force" includes use of OC, chemical agents, electronic weapons, and deadly force.
2. "Deadly Force" means force used with the intent of causing, or knowing that there is a substantial risk of causing, death or serious physical injury; "deadly force" may include the use of a motor vehicle or vessel to collide with an occupied motor vehicle or vessel.
3. "Excessive Force" Force is excessive when its application is inappropriate to the circumstances, The Alaska Supreme Court in *Sheldon v. City of Ambler* set forth guidelines for determining whether force has been excessively applied: the primary concern is reasonableness in its application, as judged by an on-scene officer.
4. "Reasonably Necessary" Force may be used only to accomplish lawful objectives and only to the extent reasonably necessary considering the circumstances.
5. "Serious Physical Injury" [Ref. AS 11.81.900 (51)] physical injury caused by an act performed under circumstances that create a substantial risk of death; or a physical injury that causes serious and protracted disfigurement, protracted impairment of health, protracted loss or impairment of the function of a body member or organ, or that unlawfully terminates a pregnancy.
6. "Passive Resistance" Subject is uncooperative with officer's attempts to restrain him/her but he/she is not assaulting the officer or trying to escape (example: going limp).
7. "Active Resistance" Resistance exhibited by a suspect that is between Passive Resistance and Active Aggression (examples: attempting to leave the scene, flee, hide from detection and/or pull away from officer's grasp. Verbal statements, bracing and/or tensing alone do not constitute as active resistance).
8. "Totality of Circumstances" Those circumstances that would lead and objectively reasonable officer to believe that he/she is encountering a situation that may require the use of force on a subject based on combination of many factors. Circumstances to consider may include the nature of the offense, seriousness of the offense, size and strength of the subject, number of subjects, availability of weapons, mental instability of the subject, availability of other force options, training and experience of the officer and subject, size, sex, training, immediate physical condition (injuries, exhaustion); and the surrounding physical and social environment and availability of back up officer(s). This is not meant to be exhaustive.
9. "Firearms Instructor" means a person who has successfully completed a Department approved firearm instructor course for the type of weapons to be fired.
10. "Authorized Electronic Weapon" means an M26 Advanced Taser or subsequent model of electronic weapon having similar characteristics and operation.
11. "Air Powered OC Projectile Delivery System" means a Jaycor Tactical Systems air powered launcher, designated models SA200, A85 or AM10 or subsequent model having similar characteristics and operation.

B. Using force: general.

1. Officers may use force only in accordance with the policies set out in this chapter, and may not ever use force as punishment or in retaliation. Excessive force will not be tolerated by the department.

2. Officers may use force only to the extent that it is reasonably necessary in any given situation to accomplish the officer's lawful objectives, such as making an arrest, preventing an escape, in defense of the officer or another person, or other situations where physical control of another person is necessary. The force used should be the minimum reasonably necessary to accomplish a legal purpose.

3. When feasible, a verbal warning should be given before using force, to communicate that force will be used if the officer's orders are not obeyed.

4. Proper officer response can be thought of as a continuum that includes several stages (from lowest to highest): officer presence, verbal persuasion, directions, and commands; "soft" empty hand control and OC spray; OC projectiles; "hard" empty hand control, electronic weapons and batons; and deadly force. The appropriate amount of force must be based upon the totality of circumstances.

5. Officers shall modify their level of force in relation to the amount of resistance offered by the subject. As the subject offers less resistance, the officer shall lower the amount and/or type of force used. Conversely, if resistance escalates, officers are authorized to respond in kind with those techniques and/or weapons at their disposal to gain control of the subject.

6. The authorized use of physical force ends when resistance ceases and/or the Officer has accomplished the purpose necessitating the use of force.

7. Verbal de-escalation is a critical component of the force continuum. De-escalation tactics and techniques are employed to increase the likelihood of voluntary compliance and cooperation. When time and circumstances reasonably permit, an officer shall consider whether a subject's lack of compliance is a deliberate attempt to resist or is the result of an inability to comply based on factors including, but not limited to:

- a. Medical conditions
- b. Mental impairment
- c. Developmental disability
- d. Physical limitation
- e. Language barrier
- f. Drug interaction
- g. Behavioral crisis

An officer's awareness of these possibilities, when time and circumstances reasonably permit, shall then be balanced against the facts of the incident and which tactical options are the most appropriate to bring the situation to a safe resolution.

8. After the application of any type of force, officers shall evaluate the person on which the force was applied. Officers shall request medical evaluation for the person for injuries by Fire/EMS in all circumstances where an injury is readily apparent and provide the necessary first aid, including life-saving treatment (i.e. CPR). This includes injuries sustained during apprehension of the suspect. Officers shall monitor, evaluate, request Fire/EMS, and apply life-saving medical treatment (when necessary), to subjects suspected of experiencing the following:

- a. Excited delirium

- b. Extreme drug/alcohol intoxication
- c. Extreme hyperactivity or similar uncontrolled behaviors
- d. Breathing difficulty

C. Duty to Intervene Any officer present and observing another officer using force that is clearly beyond that which is objectively reasonable under the circumstances shall, when in position to do so, safely intervene to end and prevent the further use of excessive force. It is the duty of a police officer to stop another police officer from using excessive force. The officer witnessing the excessive force under this section shall immediately report the incident to his or her supervisor.

D. Strangle, choke or carotid control holds and other similar holds which choke or restrict the ability to breath or restrict the flow of blood to the brain are prohibited except where the officer reasonably believes that there is an imminent threat of death or serious physical injury to the officer or a third party if the officer does not do so and that it is the only reasonable means of protecting the officer and/or a third party.

E. Head blows with impact weapons are prohibited except when the officer reasonably believes there is an imminent threat of death or serious physical injury to the officer or a third party if the officer does not do so and that is the only reasonable means of protecting the officer and/or a third party. Depending on the method of use and other circumstances, a flashlight, gun, baton, or similar object used as a club to strike a head blow could be considered use of deadly force.

F. Tasers. An authorized electronic weapon (taser) may only be used when the circumstances present a risk of immediate danger or actively resisting arrest that could be mitigated by the use of force. Tasers are not permitted when a subject is passively resisting.

G. Display and brandishing of weapons. Officers shall not display or brandish any weapon unless it is reasonably necessary to do so in order to prevent, or attempt to prevent, an attack on the other officer or a third party. This statement should not be construed to limit an officer's ability to defend himself or others. It should, instead, make the officer aware that he/she may have to verbally defend any decision to display or brandish the weapon.

H. Weapons and devices permitted. Officers may carry and use only those weapons and control devices which have been issued by the Department or which have specifically been approved of in writing by the Chief of Police.

I. Additional requirement for use of deadly force. The Department, recognizing the integrity of human life, authorizes officers to use deadly force against another person only when, in addition to complying with the general policies regarding use of force, the officer has no other reasonable and practical alternative, and reasonably believes deadly force is necessary to make the arrest or terminate the escape or attempted escape from custody of a person the officer reasonably believes:

- (1) has committed or attempted to commit a felony which involved the use of force against a person;
- (2) has escaped or is attempting to escape from custody while in possession of a firearm on or about the person; or
- (3) may otherwise endanger life or inflict serious physical injury unless arrested without delay.

J. Warning shots. Warning shots will not be fired.

K. Firing at a moving vehicle is prohibited, except where the officer reasonably believes that there is an imminent threat of death or serious physical injury to the officer or a third party if the officer does not do so and that is the only reasonable means of protecting the officer and/or third party. A moving vehicle shall not presumptively constitute a threat justifying use of deadly force.

L. Firing from Moving Vehicles. Firing from a moving vehicle is prohibited, except in exigent circumstances and in the immediate defense of life.

M. Firing into crowds. Firing into crowds is prohibited.

N. Firing into buildings. Officers shall not fire into a building or through doors when the person fired at is not clearly visible.

O. Other discharges of firearms. The Department recognizes that there may exist special circumstances which justify the discharge of a firearm not at a person, animal, or on a firing range. Every shot fired poses a risk of injury and no firearm should be discharged without due regard for the consequences of that action.

P. Negligent discharges of firearms. The Department recognizes that every shot, even an inadvertent one, poses a risk of injury. Every inadvertent or negligent discharge of a firearm must be reported as provided in section 301.030 and may subject the officer to discipline.

301.030 AFTER FORCE IS USED OR A FIREARM IS DISCHARGED

A. Use of force must be justified. The Department recognizes that an officer's decision to use force must often be made in a split second and based on the minimal information then available. However, the officer's decision must be reasonable under the circumstances known at the time and are subject to review by the department, other agencies, the courts, or the public.

Every officer using force or discharging a firearm must be able to articulate the circumstances known at the time of the incident that justified the amount and nature of force used, or the discharge of the firearm.

B. After force is used. Each officer must complete a Use of Force Report prior to going off duty if, in the performance of duty, an officer deliberately takes any of the actions listed in paragraph 1 except during training or while participating in a group operation reportable under paragraph C.

1. An individual report must be completed if an officer:
 - a. uses more force than is normal and incidental to handcuffing;
 - b. struggles with a person;
 - c. uses a pain compliance hold;
 - d. strikes a person with a part of the officer's body or with any object;
 - e. uses, prepares to use, or threatens to use OC (spray or OC projectile);
 - f. uses, prepares to use, or threatens to use an authorized electronic weapon;
 - g. uses, prepares to use, or threatens to use a baton or another object as an impact weapon;
 - h. uses an explosive or distraction device, other than for animal or avalanche control;
 - i. intentionally collides with an occupied vehicle or vessel; or
 - j. uses, prepares to use, or threatens to use a firearm or other deadly force.
2. In this section, the phrase "prepares to use" includes unholstering a weapon (gun, baton, OC spray, etc.) with the intention of preparing to use it against a specific individual or group. Unholstering a weapon and directing it towards a specific person or group, even if a person is not aware of this action, requires a Use of Force Report. However, conducting a building search or similar operation with an unholstered weapon where no person or group is encountered, would not be reportable (except for group operations reportable under paragraph C). It is not the mere unholstering of a weapon that triggers the reporting requirement, but preparing to use the weapon against a person or group.

C. Group operations require a Use of Force Report. Operations, raids or other similar group activities where firearms are unholstered require the completion of the Use of Force Report. The officer supervising the operation shall file a single report listing the names of all participating officers. If an officer involved in a group operation uses (but not threatens or prepares to use) force that would be reportable under paragraph B 1, then that officer must complete an individual report documenting those actions.

D. Completion of Use of Force Report form by a supervisor. The supervisor shall complete a Use of Force report as soon as practical for an officer when:

1. the officer is unable to complete the report due to injury; or
2. the officer used a firearm or other deadly force.

E. Submission and Retention of Use of Force Report forms. Only one copy of a Use of force form is to be completed. No additional copies or duplication is permitted. The original will be submitted to the officer's supervisor or the Chief of Police in conformance with the chain of command.

1. Officers are not authorized to retain copies of Use of Force Report forms. These forms are designed solely for administrative review of force incidents.
2. Use of Force Report forms will not be included as part of the incident report or referenced in the incident report.

F. Documentation also required in case reports. If a case report is prepared covering an incident in which force was used it must include the facts that made force necessary and shall explain in detail the nature and amount of force used. It is the responsibility of the supervisor reviewing the report to ensure that thorough and accurate documentation is provided.

G. After discharge of firearm or use of deadly force.

1. Officers who, in the performance of their duty, have deliberately or accidentally discharged a firearm or used any form of deadly force, except while training or shooting an animal that has been injured on the highway or under similar circumstances, will immediately report the incident to their supervisor.
2. Investigations and review of incidents in which deadly force was used or where a firearm was accidentally or intentionally discharged will be conducted in accordance with OPM Chapter 302 - Use of Deadly Force Investigation and Review.
3. When notified of an incident involving the use of deadly force, a supervisor shall immediately notify the Chief of Police.
4. When notified of an incident involving the use of deadly force, the Chief's Office~~;~~ will immediately select, directly or by delegation, an investigation team, headed by the ranking officer. The Chief will notify the officer who discharged the firearm or used deadly force, and the officer's supervisor, of the name and rank of the person in charge of the investigation. This team will be charged with the administrative investigation and will coordinate with the criminal investigative agency. The chief may designate one or more individuals to assist in the criminal investigation, but those individuals will not work on both administrative and criminal investigations.
5. An incident involving the use of deadly force involving death or injury will require the criminal investigation to be conducted by the Alaska State Troopers to ensure the public that a fair/independent investigation will be made.
5. The selection of an investigation team does not relieve first responders of their responsibility to take initial investigative steps as set out in OPM Chapter 302 and to protect the scene and witnesses until the arrival of the investigative team.
6. Investigations into the use of deadly force will be conducted as a bifurcated investigation; criminal and administrative investigation. Investigators shall comply with all Departmental policies and procedures while conducting the investigation. The administrative investigation may utilize findings in the criminal investigation to decide if use of force was within policy; however, information obtained through the administrative investigation will not be shared with the criminal investigation in order to protect the rights of those involved.

CHAPTER 302 USE OF DEADLY FORCE INVESTIGATION AND REVIEW

302.010 INTRODUCTION

Investigations of officer-involved use of deadly force incidents are frequently more complex and demanding than similar investigations that do not involve police officers. The potential social, civil, administrative, and criminal consequences of the act are profound, and may affect many parties. Both the Department and the involved officer will benefit by ensuring that a complete and thorough investigation is conducted which considers the welfare of the involved officer and the sensitivity of the situation. To assure that the investigation is complete, and that the legal rights of all parties are observed, all use of deadly force investigations are treated as "criminal" cases.

Officer-involved use of deadly force incidents draw considerable media and public attention. Following comprehensive, pre-established investigative procedures specifically designed for these occurrences may relieve some community concerns about the Department's ability and objectivity associated with the investigation.

One of the principal objectives of the investigation conducted into any use of deadly force by a Department member is to document and preserve all evidence and witness recollections of the incident. This careful documentation is essential to a fair and just outcome from any criminal, administrative, or civil actions resulting from the incident. The investigation should not stop if criminal culpability is eliminated, as the Department still carries the obligation to investigate cause, mode and manner of injury or death for other than criminal purposes; including civil litigation, insurance concerns, and to support policy and training review.

Whenever an officer uses deadly force or uses force that results in serious injury to a person the circumstances surrounding the use of deadly force will be thoroughly investigated as required by OPM.

302.020 PROCEDURES FOR USE OF DEADLY FORCE INVESTIGATIONS

These guidelines shall be followed by officers charged with the investigation of the use of deadly force, and of managers having oversight of such investigations. Deviations from these investigative guidelines, where dictated by the circumstances of the incident or where required for the orderly operation of the Department, must be justified.

A. Immediate action upon notification of incident. An officer or supervisor who becomes aware of an incident involving the use of deadly force by a member of the Department shall assure that the following actions are immediately taken:

1. Evaluate and ensure scene security.
2. Summon necessary medical assistance.
3. Evaluate and coordinate additional personnel and special equipment if needed.
4. Locate and identify witnesses.
5. Provide for the safety and security of the subject and the officer.
6. Ensure appropriate Department supervisor notifications.
7. If the officer discharged a weapon, seize and replace it with another weapon after the scene is secured. Maintain custody of this weapon in the condition seized and protect for fingerprints and its forensic value.
8. Detain and separate witnesses, including police officers.

9. Unless instructed to the contrary, the on-scene commander will carry out the above steps and assure scene security and witness separation until the designated investigator arrives, is briefed, and takes command.
10. Contact the Division of Alaska State Troopers to conduct a criminal investigation at the request of the Chief of Police.

B. Scene investigation procedures.

The Alaska State Troopers will conduct the criminal investigation but will require assistance of the Nome Police Department. The following scene procedures are a guide and may need to be performed before Troopers take over an investigation to ensure timely safeguarding of evidence.

Some of the investigative steps in this section may require waivers or search warrants to assure the legal admissibility of any evidence obtained. If the investigator has any questions concerning the search and seizure implications of an investigative step the Department of Law should be contacted for advice before proceeding.

1. Ensure adequate number of investigative personnel are at scene or are responding.
2. Ensure District Attorney informed of the incident.
3. Ensure State Medical Examiner's Office is advised if required.
4. Ensure notification of next of kin.
5. Ensure legality of scene search by written waiver or search warrants.
6. If a suspect or victim is shot or injured, have an officer respond to the medical facility with the suspect/victim and seize the suspect/victim's clothing.
7. If applicable, ensure the suspect/victim has blood and urine drawn either through medical procedures, written waiver or search warrant for blood alcohol and toxicological screen.
8. Photograph injuries sustained by victim(s) and/or suspect(s).
9. Ensure the scene is photographed.
10. Ensure the scene is video recorded.
11. Complete witness interviews at the scene, if possible.
12. Ensure any vehicles involved are seized and secured.
13. Insure immediate area canvas.
14. Conduct neighborhood canvas.
15. Ensure physical evidence at the scene is identified and collected.
16. Ensure a chain of custody of evidence is maintained.
17. Ensure original Dispatch recording and Dispatch logs are seized and secured.
18. Have copies of all original Dispatch recording(s) made and transcribed.
19. Ensure original 911 recording and 911 logs are seized and secured.

20. Have copies of all original 911 recording(s) made and transcribed.
21. Ensure the scene is completely measured and a diagram constructed.
22. Coordinate on-scene media relations. (Press Releases of information will be coordinated and approved by the Chief of Police before any releases are made).
23. Coordinate on-scene briefings and inform supervisors of case progress.

C. Involved officer interview/investigation procedures. All officers directly involved in a use of deadly force incident will be treated in the following manner:

1. After other officers secure the scene, the involved officer will be relieved from the scene to respond directly to an indicated location to provide further assistance to the investigators.
2. If officers with the Nome Police department conduct a recorded interview with the involved officer regarding the circumstances surrounding the use of deadly force, Miranda Warning will be issued, with written waiver completed, as well as providing the following advisement to the officer:

***"Do you understand that you are not in custody, and are free to discontinue this interview at any time?",
and***

"Do you understand you are not obligated to talk to me?"

The Officer will not be compelled to answer questions if they choose not to make a statement.

3. The involved officer will be photographed in the clothing attire worn during the use of deadly force.
4. Photograph any injuries to the involved officer.
5. Seize the involved officer's clothing, shoes, vest and leather gear, if deemed necessary for evidentiary value and retain until all litigation and personnel actions are completed.
6. Coordinate with involved officer and obtain a written waiver for the collection of blood and urine for blood alcohol and toxicological screen.

D. Employee support procedures.

1. A Department designated individual will be assigned to explain to the involved officer what will happen during the next few hours and why, so he does not take the investigation as a personal attack. The officer should remain with a supportive individual and have some recovery time before detailed interviewing begins. (To avoid legal complications, the situation should not be discussed prior to the preliminary interview.)
2. When death or injury results, the Department will assign the involved officer to "administrative" leave for a minimum of three days following the use of deadly force. The officer who used deadly force will be required to meet with a psychiatrist selected by the Department and receive a "fit for duty" evaluation prior to return to normal duty.
3. An involved officer's name will not normally be released to the media by the Department for a 24-hour period following the incident. After 24 hours the name of the involved officer(s) will be released by the Chief's office.
4. An officer involved in the use of deadly force may wish to meet with other individuals, counselors, chaplain, or stress debriefing groups; however, at no time shall such meetings interfere with the on-going investigation. No guarantee that such conversations will remain confidential can be made.

5. If the officer is not injured, either he or the Department should contact his family as soon as possible with a phone call or personal visit to let them know about the incident. If the officer is injured, a Department member known to the family should pick them up and drive them to the hospital. Call friends, chaplain, etc., to make sure they have support.

6. Personal concern and support for the officer involved in the shooting from the Chief of Police or high-ranking officer, communicated face to face, goes a long way toward alleviating future emotional problems. The administrator need not comment on the situation or make any premature statements regarding legal matters but can show concern and empathy for the officer during the very stressful experience.

7. All Department employees involved in the incident, either at the scene or in support roles (dispatchers, supervisors, etc.) should attend a critical incident stress debriefing as outlined in OPM Chapter 116 within 72 hours. While this can be a group session, the officer(s) who did the shooting may or may not want to be included in the group debriefing, as actually doing the shooting creates different emotional issues. Follow-up sessions for other personnel involved in the shooting may be appropriate.

302.030 FIREARMS AND DEADLY FORCE INCIDENT REVIEW BOARD

A. Appointment of review board. Following the investigation of an incident where, an officer has deliberately or accidentally discharged a firearm, or used any form of deadly force, on or off duty except while training or shooting an injured animal, the Chief of Police will appoint a three member review board, unless the Chief determines that a review board is not warranted, such as when:

1. Criminal charges will be filed against the officer;
2. There are other on-going investigations by other agencies, e.g., human rights investigations, civil rights investigations, federal investigations;
3. The officer has been exonerated at a death inquest or grand jury, and testimony showed no violation of Department policy.

B. Selection of board members. Board members shall be selected as follows, and will receive a memorandum of appointment from the Chief:

1. One member is the Chief of Police.
2. One member selected by the Chief of Police, who may be appointed chairman.
3. One member selected by the officer under review.

C. Review of incidents involving multiple officers. Incidents involving the use of deadly force by multiple officers may be reviewed by a single board, however, the board shall make separate findings of fact and conclusions for each officer involved.

D. Board responsibilities. The review board will determine if the officer discharged a weapon or deliberately used deadly force, and if that action was justifiable under this chapter. The board also shall review existing Department policies, procedures, and operations that may have affected the incident under review and shall make its conclusions known in its final report.

E. Notices required prior to hearing. The chairman shall promptly, and at least 48 hours before the time set for the board's hearing:

1. Notify the officer in writing of the circumstances to be investigated by the board,
2. Notify the officer of the name, rank, and command of the chairman and the board members; and
3. If it appears a criminal violation has occurred, advise the officer of his Miranda rights.

F. Review Board hearing protocol. The following rules will apply to hearings conducted by the Review Board:

1. All board proceedings, except the deliberations of the board, shall be recorded electronically.
2. The technical rules of evidence do not apply to board proceedings. However, the chairman shall rule on questions of evidence, and determine whether documents, testimony, or other evidence will be excluded because of lack of reliability, delay, waste of time, or because it is cumulative.
3. The chairman will read into the record:
 - a. the appropriate section(s) of the OPM and/or statutes that may apply to the circumstances;
 - b. each board member's memorandum of appointment; and
 - c. the name of each person present.

4. The officer under review may be present during the questioning of witnesses. The officer is also entitled to representation at the proceeding from one other person, either a representative of the officer's bargaining unit or the officer's attorney.

5. All witnesses:

- a. Will be required by the chairman to take an oath to swear or affirm that the testimony given in the proceeding is the truth;
- b. Sworn officers will receive a Garrity warning, when applicable.
- c. May be called by the chairman or the officer;
- d. May be questioned by members of the board;
- e. May be questioned by either the officer or the person representing the officer, but not both;
- f. May not be asked off-the-record questions;
- g. Except for the officer under review, will be excluded except while giving testimony;
- h. Shall remain available for recall; and
- i. Will normally be called to appear in person before the board, however the chairman may allow a witness, except the officer under review, to testify telephonically or by deposition to avoid delay or undue expense.

6. The officer may call any witnesses having pertinent information bearing on the incident. The chairman may ask the officer to provide a summary of the witness testimony to determine whether it will be pertinent. If the chairman decides not to consider the testimony of a witness, the officer will be given an opportunity to indicate for the record what the witness would have said if allowed to testify.

7. Following the proceeding, the officer under review will be given an exact copy of any recording, or a certified transcript, of the officer's testimony in the proceeding.

G. Review Board conclusion.

- 1. After hearing testimony and receiving evidence, the board will meet in closed session to discuss the evidence.
- 2. The chairman shall draft a memorandum containing the board's findings of fact, its conclusions as to compliance with policy for each officer involved, and an explanation of any aggravating or mitigating factors. Individual board members may draft memoranda containing findings of fact and conclusions if their opinions differ, provided the additional memoranda does not unduly delay the board's report to the Chief.

H. Review Board report. The chairman shall send to the Chief of Police a report containing:

- 1. The authority to convene the board;
- 2. A copy of all reports, photos, diagrams, and other documentary evidence considered by the board;
- 3. A transcribed copy or a complete tape recording of the board proceedings;
- 4. Individual board member's report on findings of fact and conclusions, if applicable; and

5. Any recommendations by the board to examine or change policy, procedure, or training.

I. Chief's actions following review of board report.

1. The Chief will review the board's report and will take appropriate action, either accepting or rejecting the board's conclusions, or the conclusions of one of the members, or sending the matter back to the board for further action. The Chief may take disciplinary action if warranted, in compliance with current bargaining unit contractual agreements. Any action by the Chief will be made in writing and will contain the reasons supporting the action.
2. The officer under review will be notified of the Chief's action by the most expeditious method available. If the original notification is other than written, a written communication will be provided by certified mail.
3. If the Chief finds that the officer's conduct was justified as being in compliance with Departmental policies and procedures, no material or report will be placed in the officer's personnel file.
4. The Chief will inform the City Manager of all findings and the action resulting from these findings.

302.040 ATTACHMENTS:

- A.** Use of Force Investigation Checklist
- B.** Use of Force Report
- C.** Incident Report

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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.¹

¹ 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 dispatch² center employing a Dispatch Supervisor and seven Communications Officers.³ 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 service⁴ 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 analysis⁵, 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.⁶

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

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

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

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

⁶ 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.⁷ 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.⁸

The department does not have a jail⁹; 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.

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

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

⁹ 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.¹⁰

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

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

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

¹¹ 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.

¹² 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 weeks¹³ 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

¹³ 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.¹⁴

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 manager¹⁵ 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.

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

¹⁵ Shared between Dana Handeland and John Handeland

Recommendations:

1. Review and update the department's policy manual pertaining to dispatch.¹⁶
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 audit¹⁷ 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

¹⁶ 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.

¹⁷ 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 packaged¹⁸, 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.¹⁹

Recommendations:

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

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

¹⁹ 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 evidence²⁰ 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.²¹

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

²⁰ 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.

²¹ 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.²² 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.²³ By Executive Order 13929, there are now two mandatory safe policing principles in the U.S. Department of Justice (DOJ)

²² "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.

²³ COPS Fact Sheet, Safe Policing for Safe Communities, December 2020

*Standards of Certification*²⁴. Those principles include: 1) adherence to applicable laws²⁵ and 2) prohibition of choke holds²⁶ 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,²⁷ 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

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

²⁵ Policies apply to both paid and volunteer law enforcement officers

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

²⁷ 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.²⁸ 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

²⁸ 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 budget²⁹ 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

²⁹ \$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.³⁰

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

³⁰ 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 st 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)

1st Line Supervisor (Sergeant) Level

The types of training for police 1st 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.

Topic	Length	Instructor - 1	Instructor - 2
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)

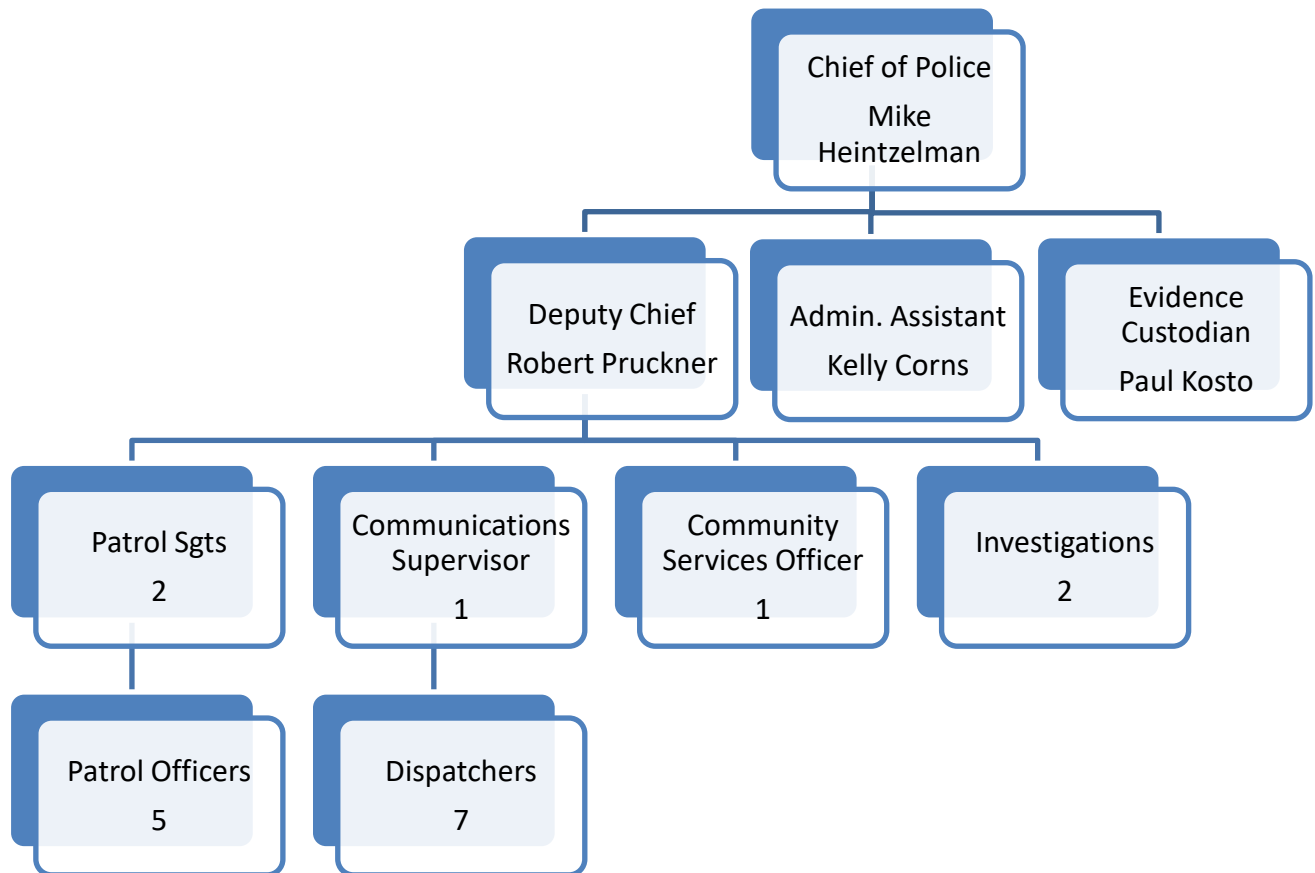
Specialized Duties

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.

Specialized Duty	Length	Primary	Secondary
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
Evidence Room: Organization and Audit	High Liability	Low	Moderate	1 month	Proposed	High
Personnel (Recruit/Screen/Hire/Retention/Development) - policy development and implementation	High	Low to Moderate	Moderate	1 month	Ongoing	High
Policy & Procedures Manuals: Dispatch Property & Evidence Departmental	High	Low to Moderate	High initial cost; Low maintenance cost	12-18 months	Planning & Assessment	High
Fleet Equipment	Moderate	Moderate	Moderate	3-5 years	Ongoing	Low
Staff Development	Moderate to High	Moderate (sustained cost)	Moderate	12-18 (current personnel)	Planning & Assessment	High
Training	Moderate to High	Moderate (sustained cost)	Moderate	12-18 (current personnel)	Ongoing	High
Inventory Management	Moderate	Low	High initial cost; Low maintenance cost	3-6 months	Ongoing	Medium
Accreditation	Intermediate	High	Moderate to high	3-5 years	Not started	Low
Audit (Triennial)	High	Moderate	Low	Completed	Ongoing	Moderate

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.

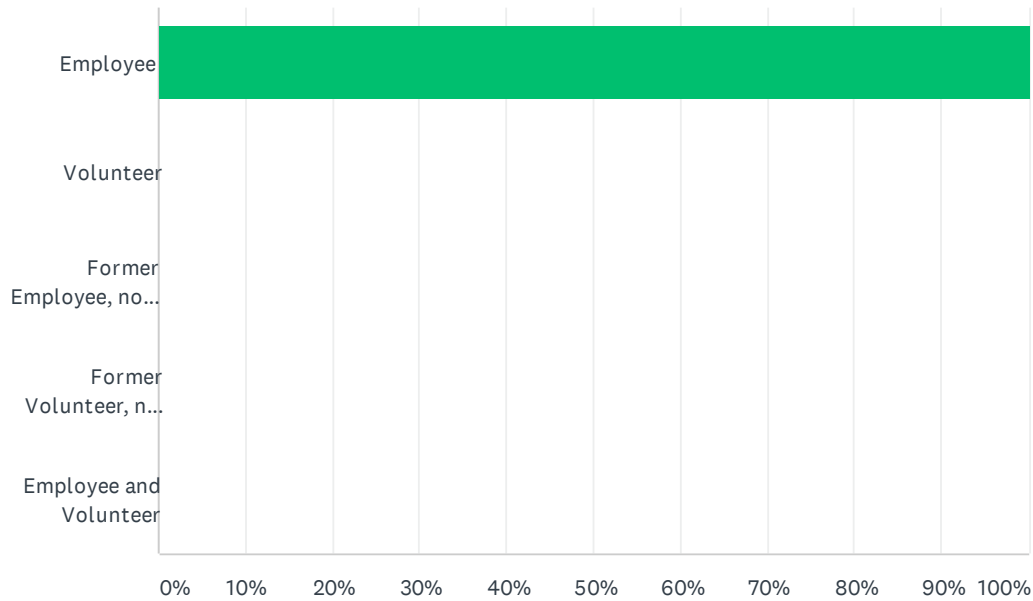
In March 2000, Greg and his family moved to Kotzebue, where he served as the Chief of Police. His duties at the Kotzebue Police Department included managing its Regional Jail Facility, one of the most active contract jails in the state. The jail was staffed by KPD's Municipal Corrections Officers, were 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)

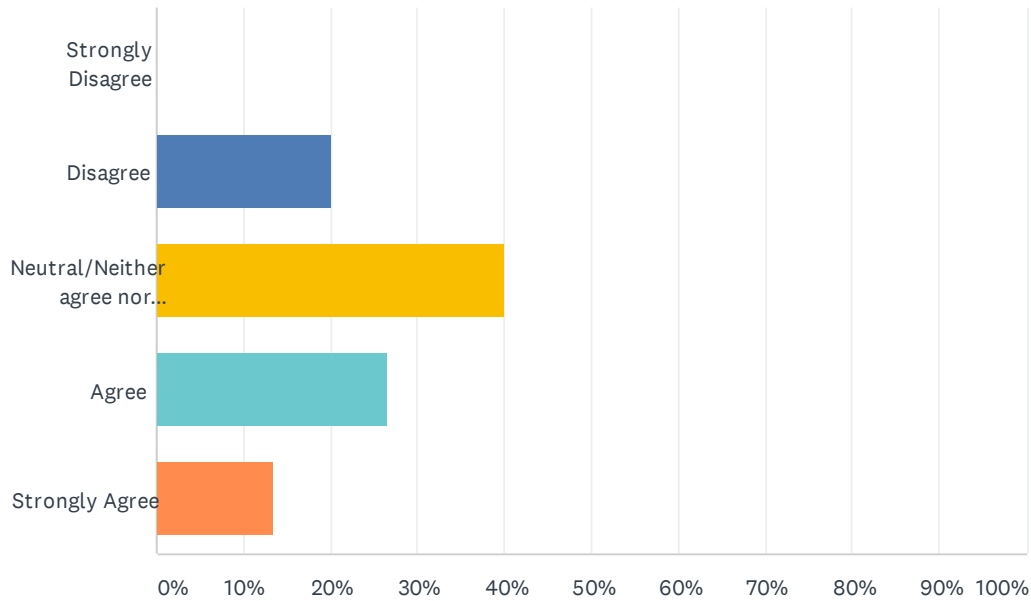
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ANSWER CHOICES	RESPONSES	
Employee	100.00%	15
Volunteer	0.00%	0
Former Employee, now a Volunteer	0.00%	0
Former Volunteer, now an Employee	0.00%	0
Employee and Volunteer	0.00%	0
TOTAL		15

Q2 I am satisfied with my opportunities for professional growth.

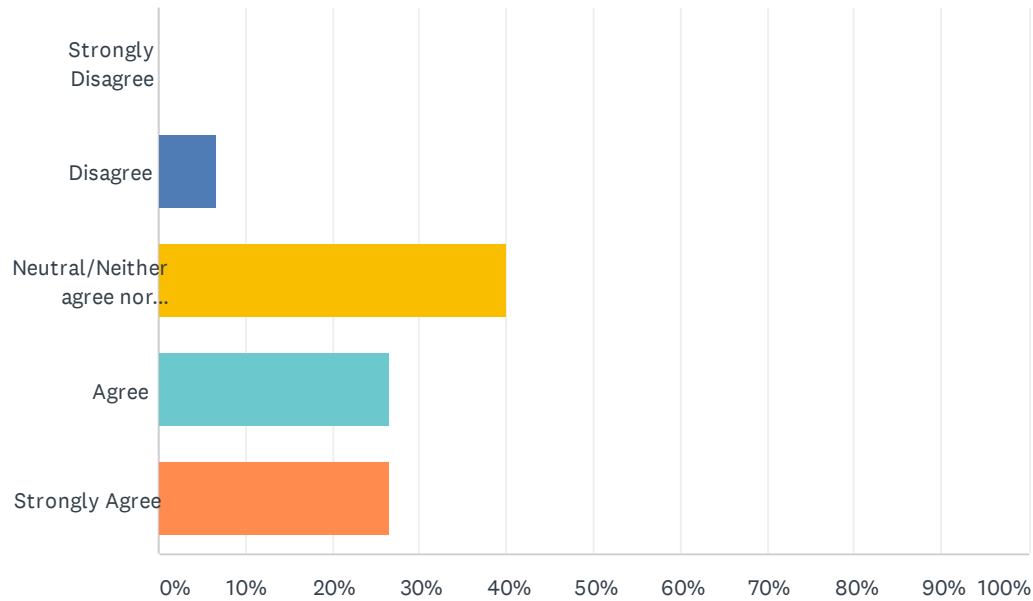
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ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	20.00%	3
Neutral/Neither agree nor disagree	40.00%	6
Agree	26.67%	4
Strongly Agree	13.33%	2
TOTAL		15

Q3 I am inspired to meet my goals at work.

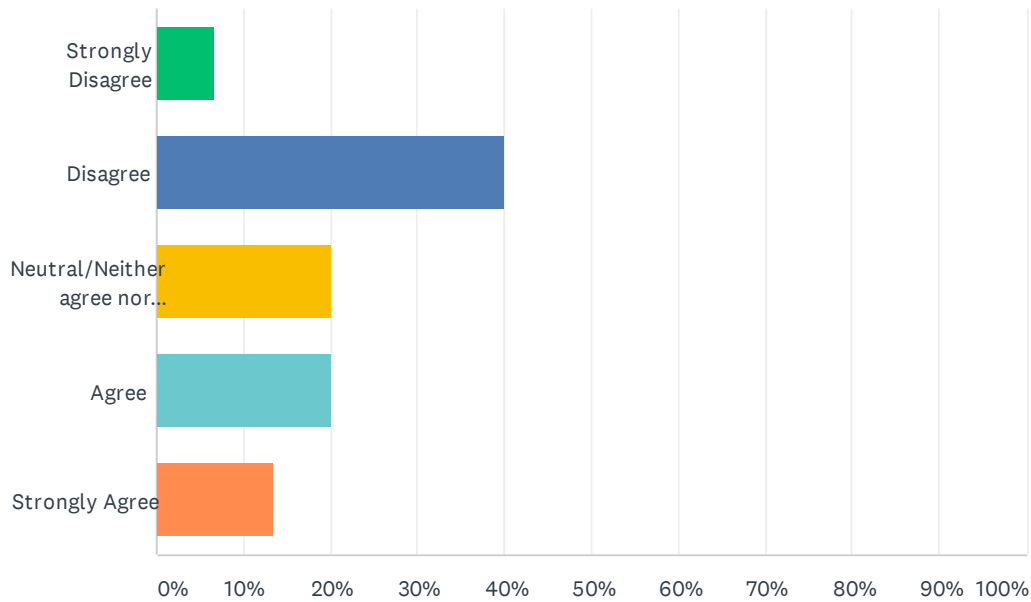
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ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	6.67%	1
Neutral/Neither agree nor disagree	40.00%	6
Agree	26.67%	4
Strongly Agree	26.67%	4
TOTAL		15

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

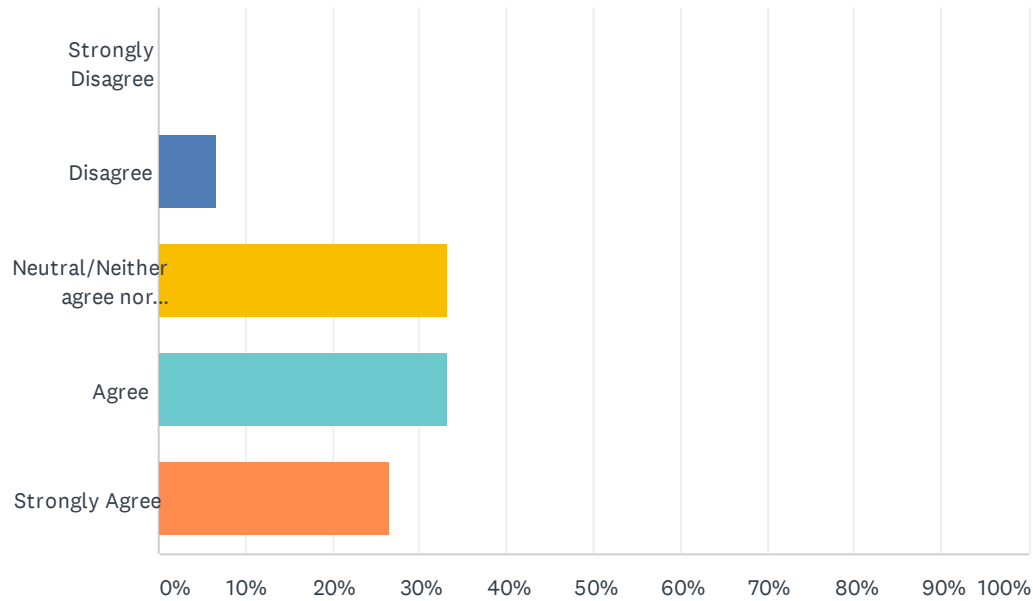
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ANSWER CHOICES	RESPONSES	
Strongly Disagree	6.67%	1
Disagree	40.00%	6
Neutral/Neither agree nor disagree	20.00%	3
Agree	20.00%	3
Strongly Agree	13.33%	2
TOTAL		15

Q5 My supervisor and I have a good working relationship.

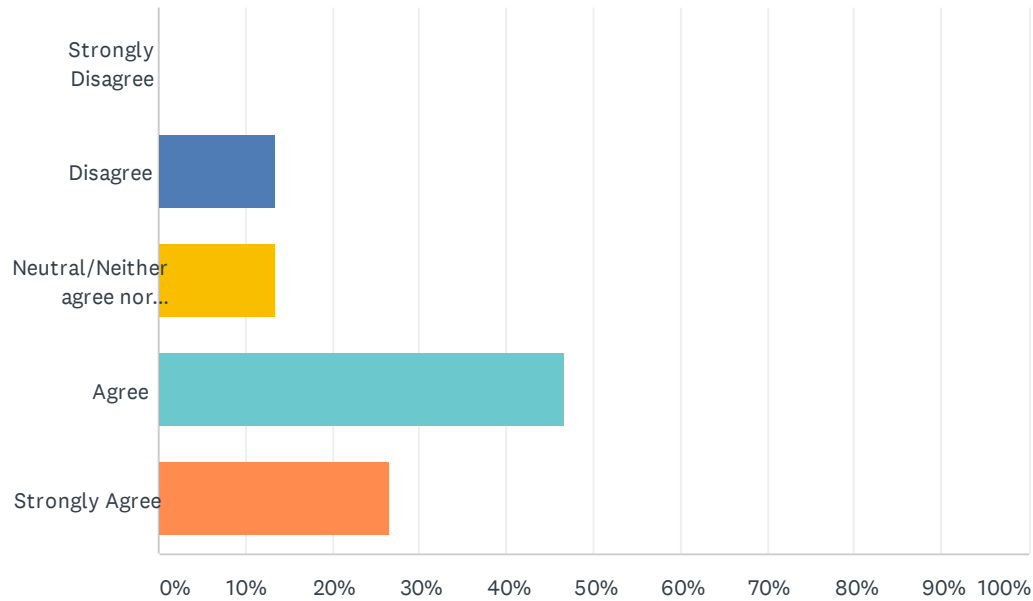
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ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	6.67%	1
Neutral/Neither agree nor disagree	33.33%	5
Agree	33.33%	5
Strongly Agree	26.67%	4
TOTAL		15

Q6 I am able to make decisions affecting my work.

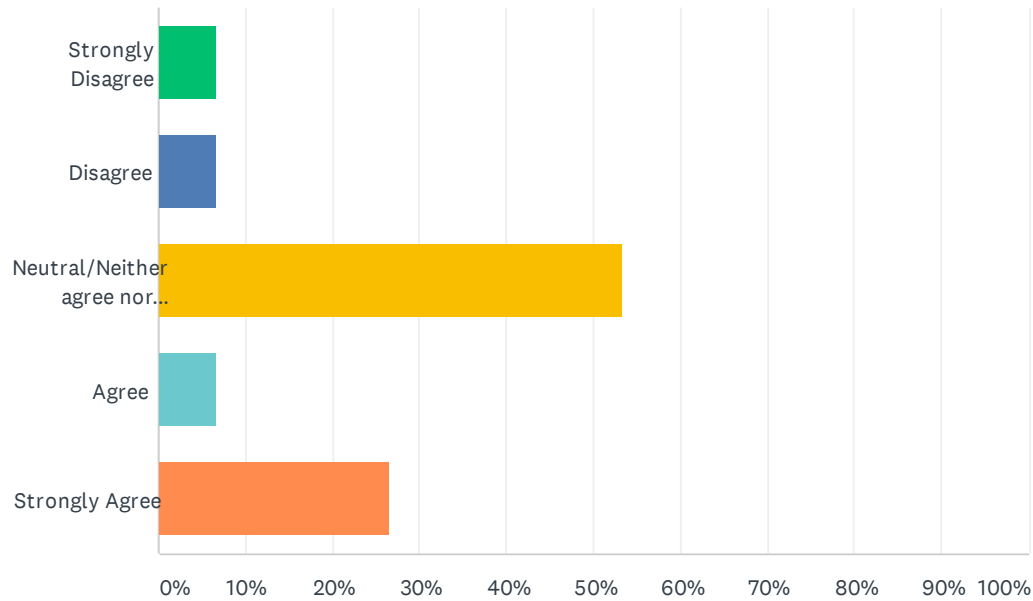
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ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	13.33%	2
Neutral/Neither agree nor disagree	13.33%	2
Agree	46.67%	7
Strongly Agree	26.67%	4
TOTAL		15

Q7 I get excited about going to work.

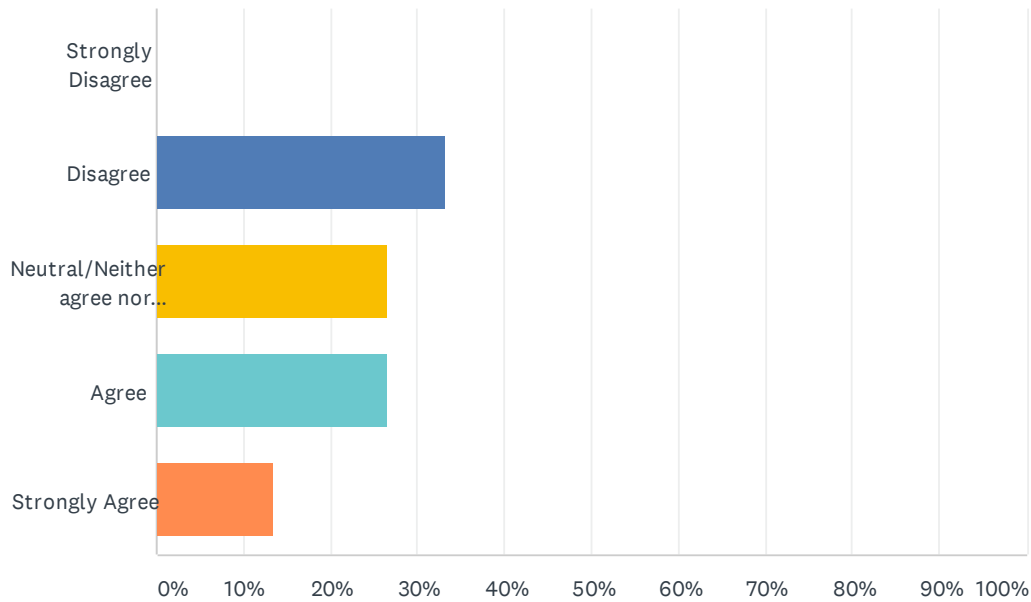
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ANSWER CHOICES	RESPONSES	
Strongly Disagree	6.67%	1
Disagree	6.67%	1
Neutral/Neither agree nor disagree	53.33%	8
Agree	6.67%	1
Strongly Agree	26.67%	4
TOTAL		15

Q8 Management within my organization recognizes strong job performance.

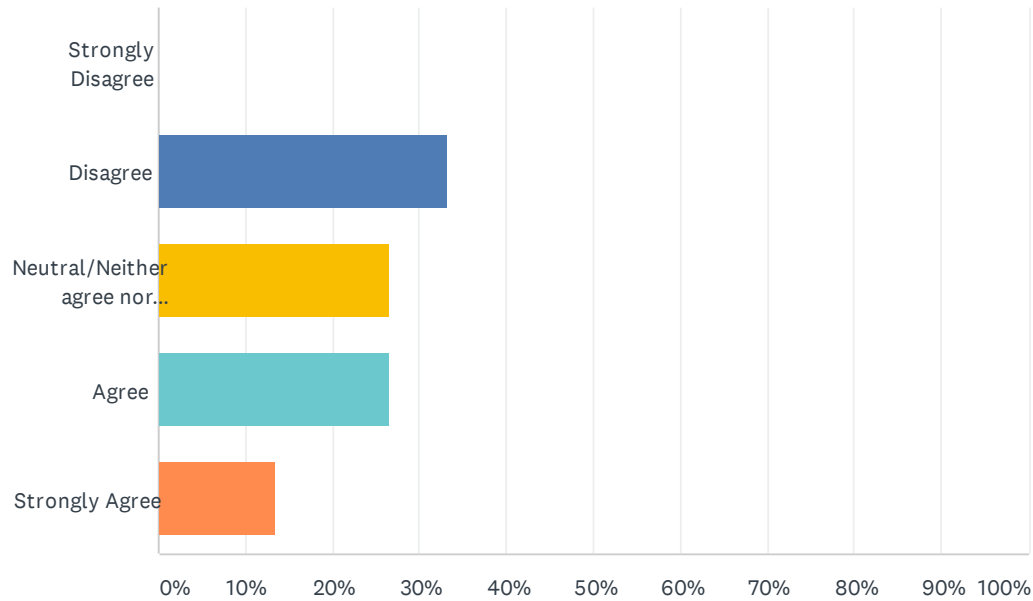
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ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	33.33%	5
Neutral/Neither agree nor disagree	26.67%	4
Agree	26.67%	4
Strongly Agree	13.33%	2
TOTAL		15

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

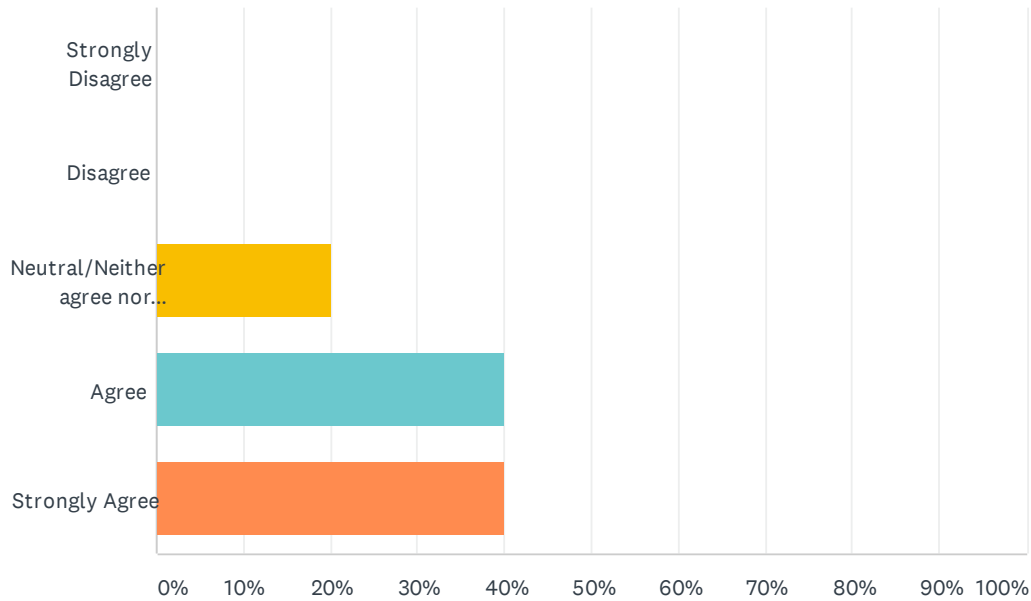
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ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	33.33%	5
Neutral/Neither agree nor disagree	26.67%	4
Agree	26.67%	4
Strongly Agree	13.33%	2
TOTAL		15

Q10 I feel completely involved in my work.

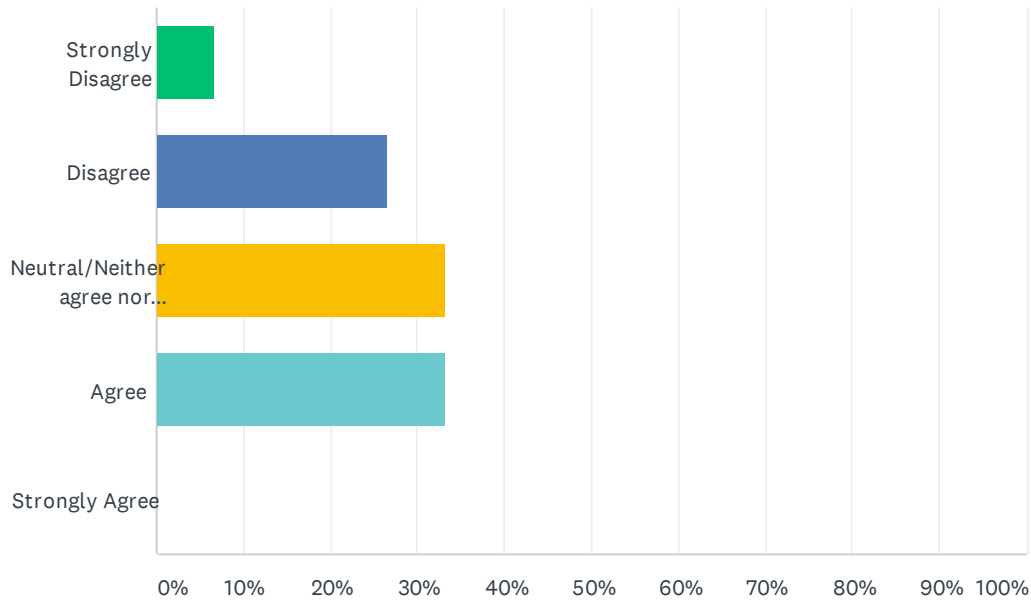
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ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	0.00%	0
Neutral/Neither agree nor disagree	20.00%	3
Agree	40.00%	6
Strongly Agree	40.00%	6
TOTAL		15

Q11 I am satisfied with my overall compensation.

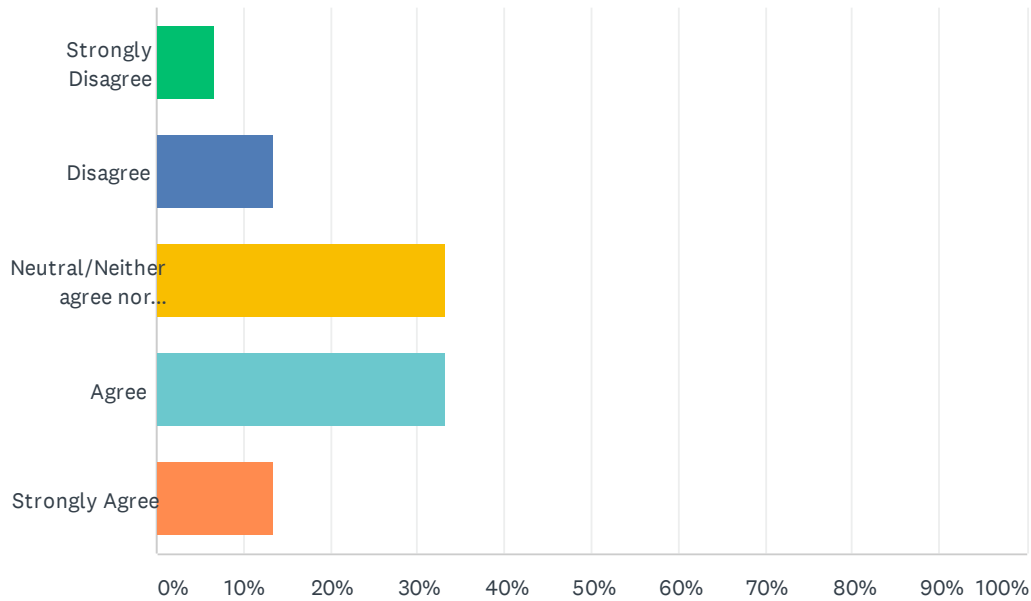
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ANSWER CHOICES	RESPONSES	
Strongly Disagree	6.67%	1
Disagree	26.67%	4
Neutral/Neither agree nor disagree	33.33%	5
Agree	33.33%	5
Strongly Agree	0.00%	0
TOTAL		15

Q12 I am satisfied with my overall job security.

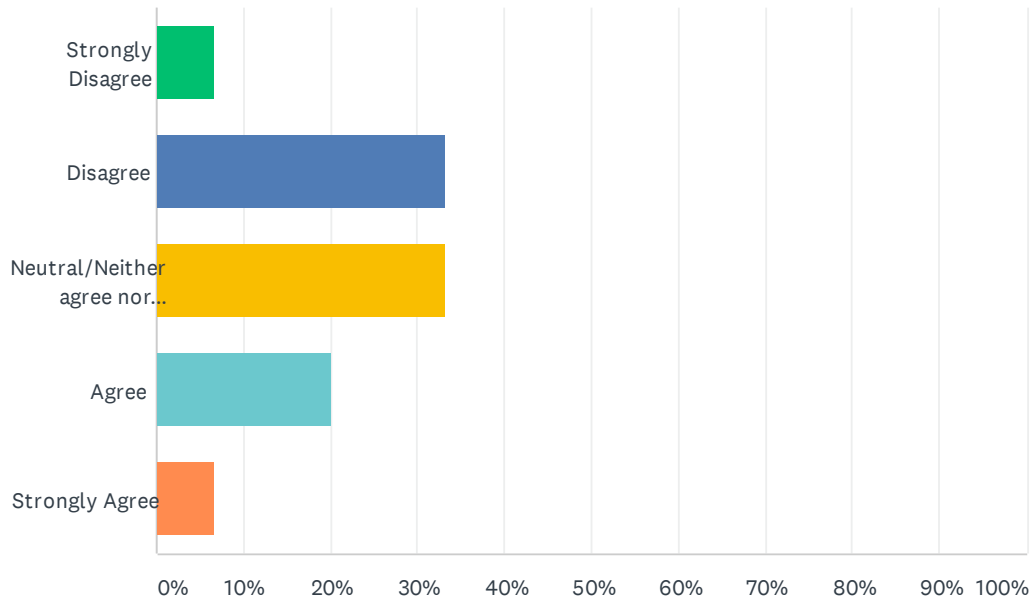
Answered: 15 Skipped: 0



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
TOTAL		15

Q13 I am satisfied with the culture of my workplace.

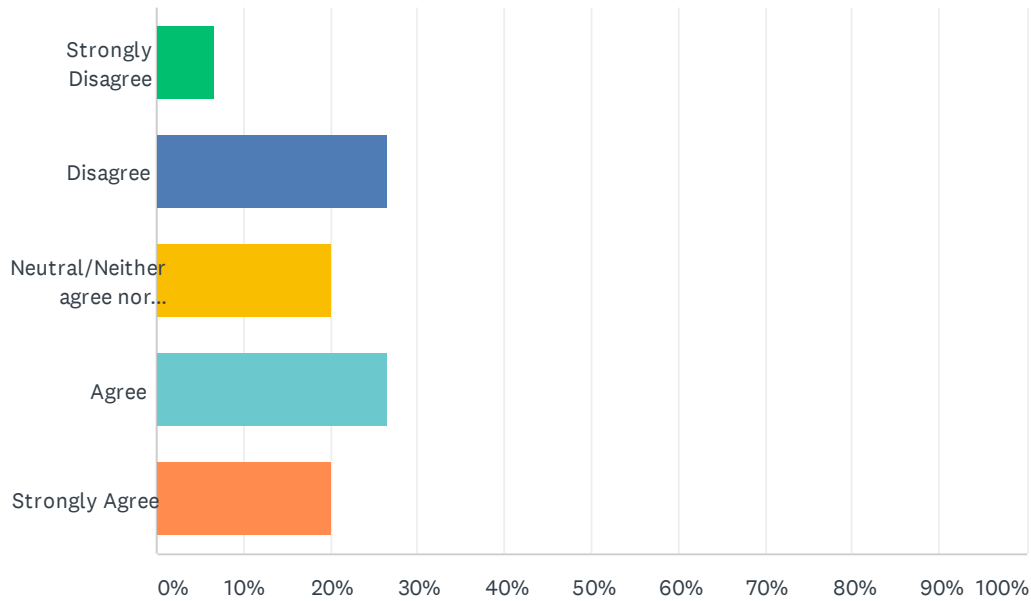
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ANSWER CHOICES	RESPONSES	
Strongly Disagree	6.67%	1
Disagree	33.33%	5
Neutral/Neither agree nor disagree	33.33%	5
Agree	20.00%	3
Strongly Agree	6.67%	1
TOTAL		15

Q14 My organization has a safe work environment.

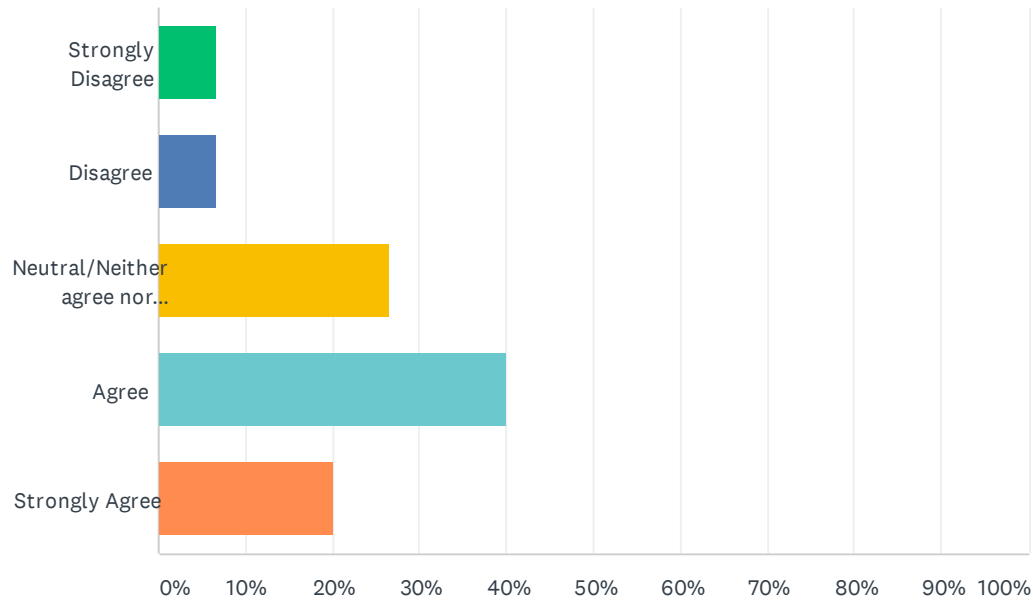
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ANSWER CHOICES		RESPONSES	
Strongly Disagree		6.67%	1
Disagree		26.67%	4
Neutral/Neither agree nor disagree		20.00%	3
Agree		26.67%	4
Strongly Agree		20.00%	3
TOTAL			15

Q15 My coworkers and I have a good working relationship.

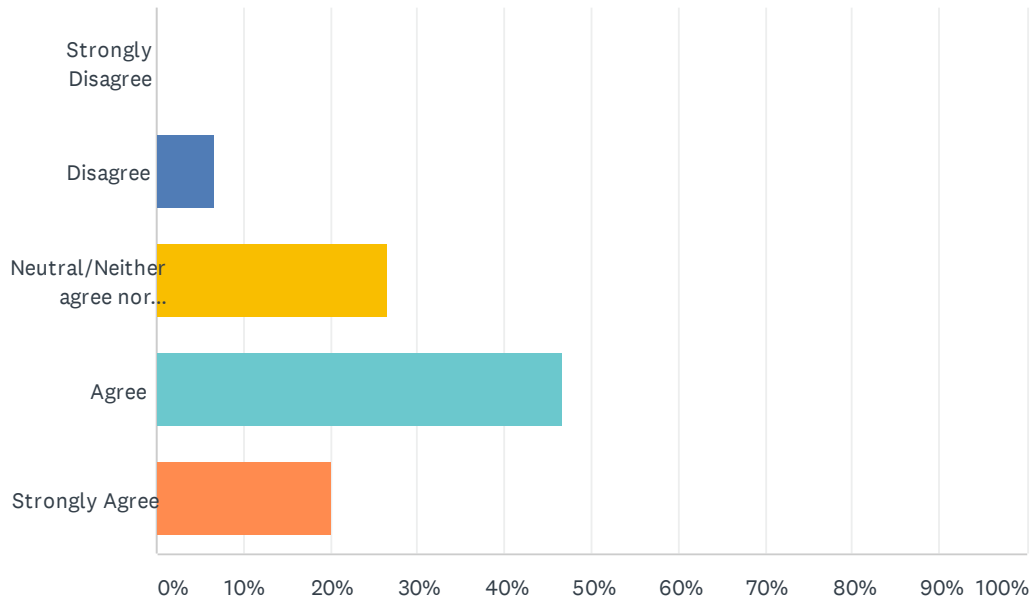
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ANSWER CHOICES		RESPONSES	
Strongly Disagree		6.67%	1
Disagree		6.67%	1
Neutral/Neither agree nor disagree		26.67%	4
Agree		40.00%	6
Strongly Agree		20.00%	3
TOTAL			15

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

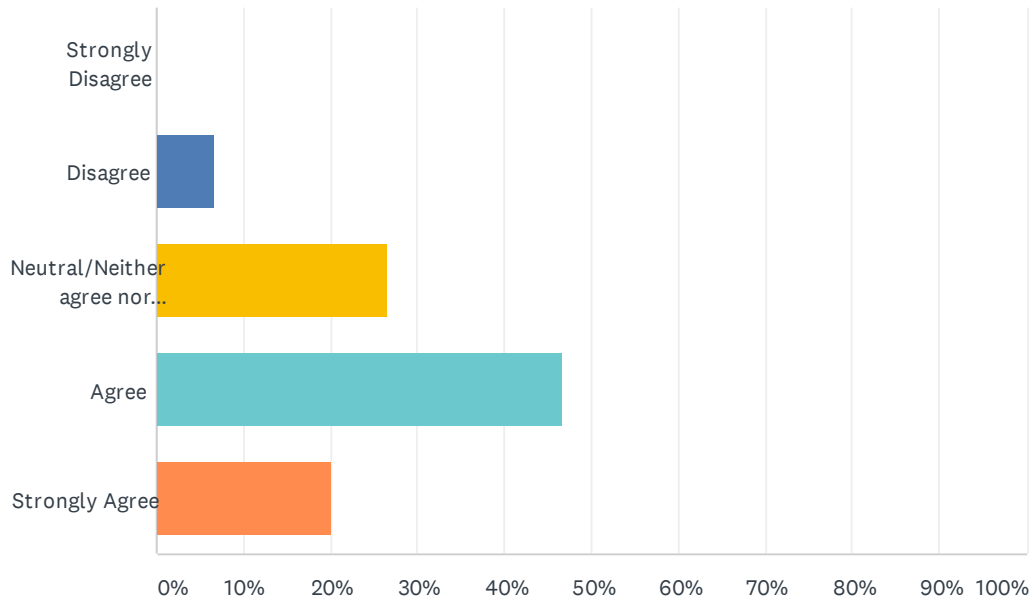
Answered: 15 Skipped: 0



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
TOTAL		15

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

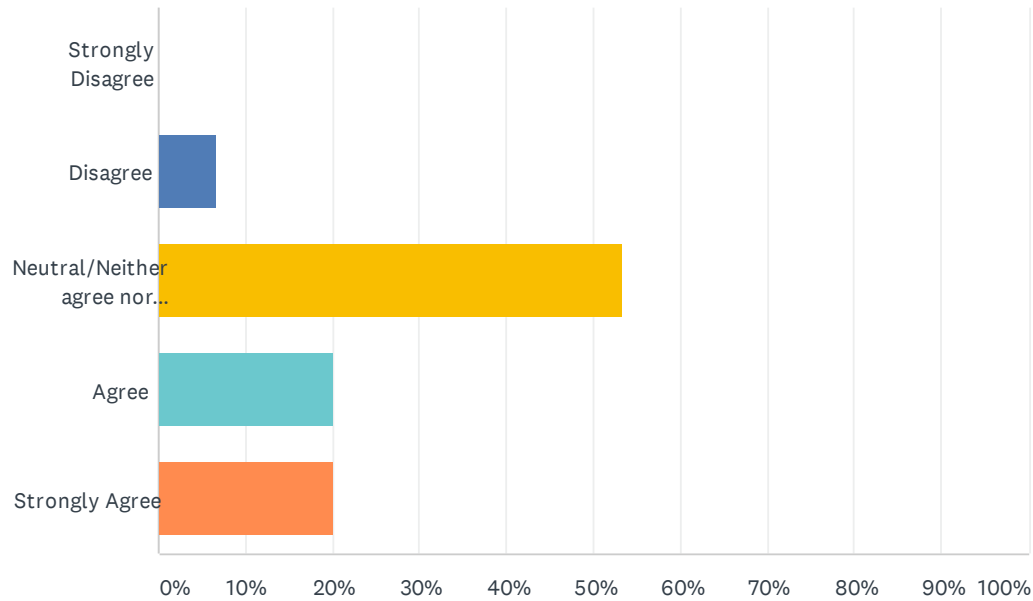
Answered: 15 Skipped: 0



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
TOTAL			15

Q18 My organization is dedicated to my professional development.

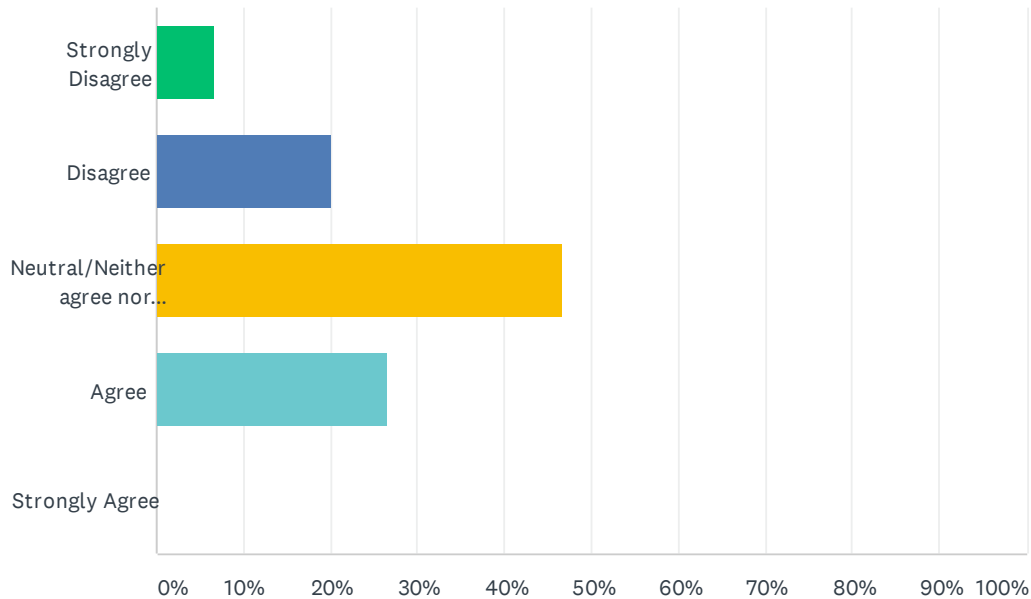
Answered: 15 Skipped: 0



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
TOTAL		15

Q19 I am satisfied with my total benefits package.

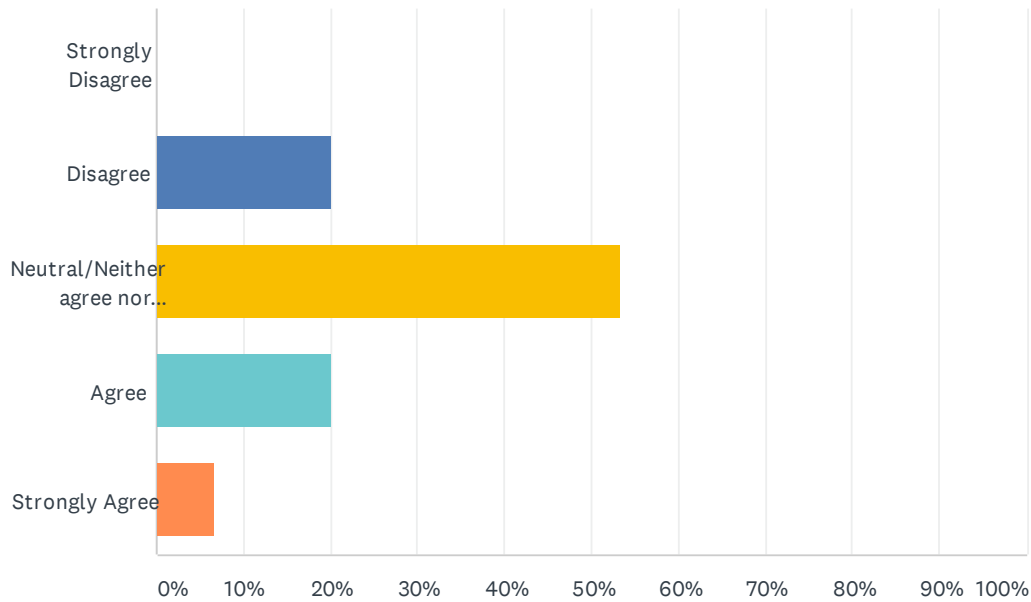
Answered: 15 Skipped: 0



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
TOTAL		15

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

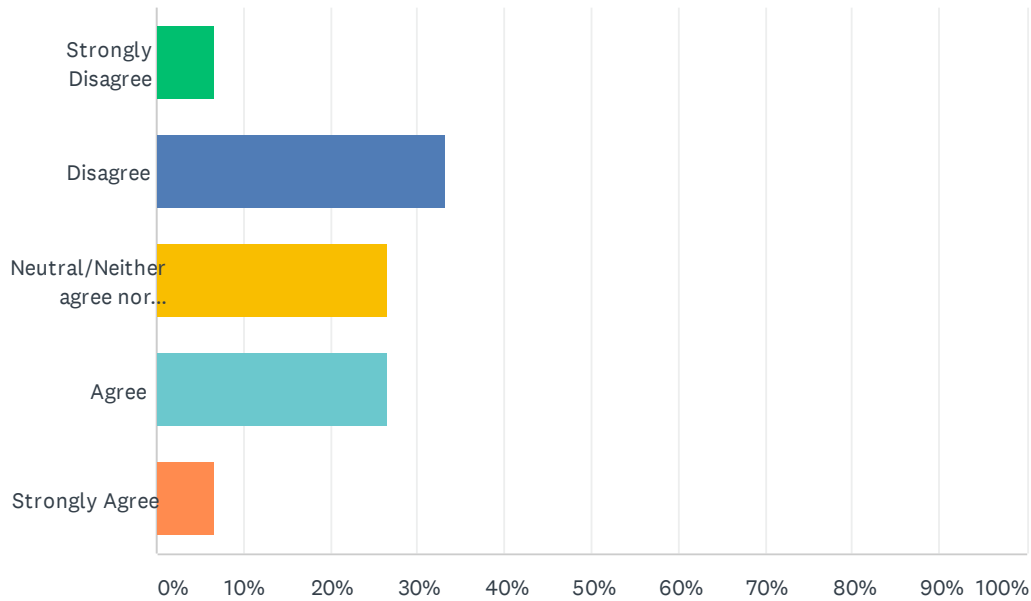
Answered: 15 Skipped: 0



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
TOTAL		15

Q21 Employees treat each other with respect.

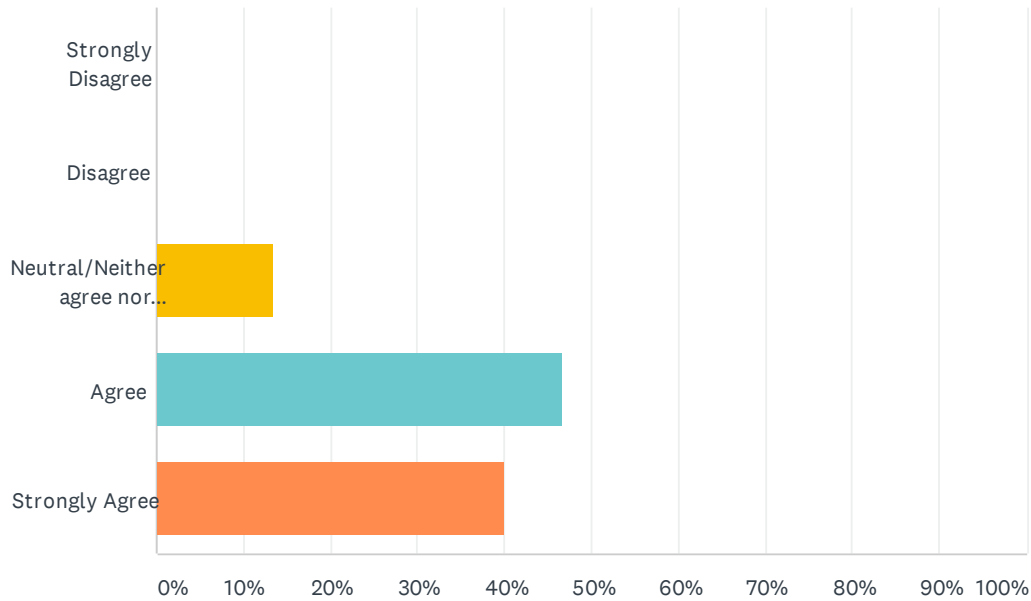
Answered: 15 Skipped: 0



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
TOTAL		15

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

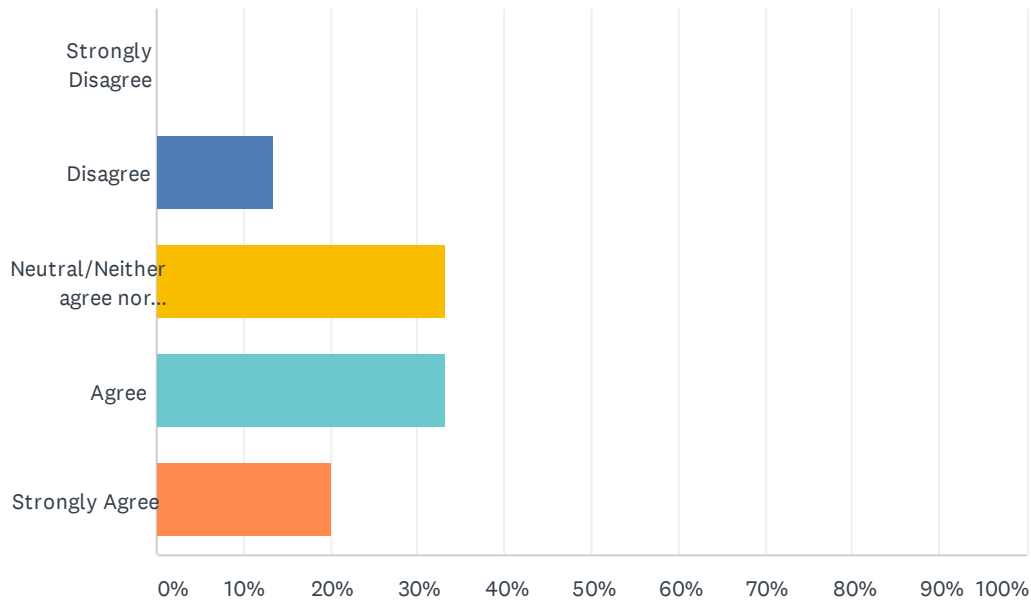
Answered: 15 Skipped: 0



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
TOTAL		15

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

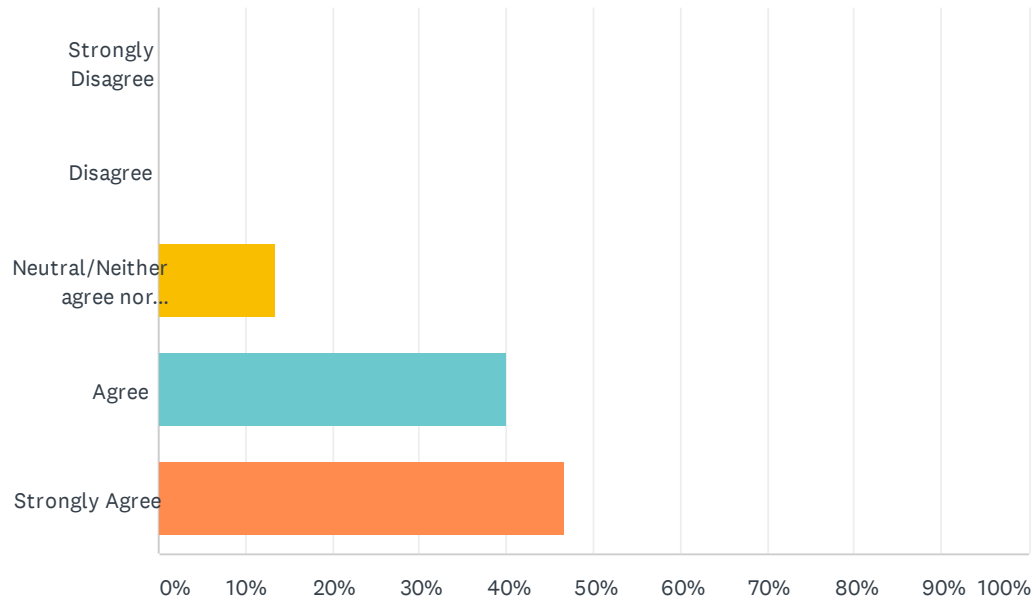
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ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	13.33%	2
Neutral/Neither agree nor disagree	33.33%	5
Agree	33.33%	5
Strongly Agree	20.00%	3
TOTAL		15

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

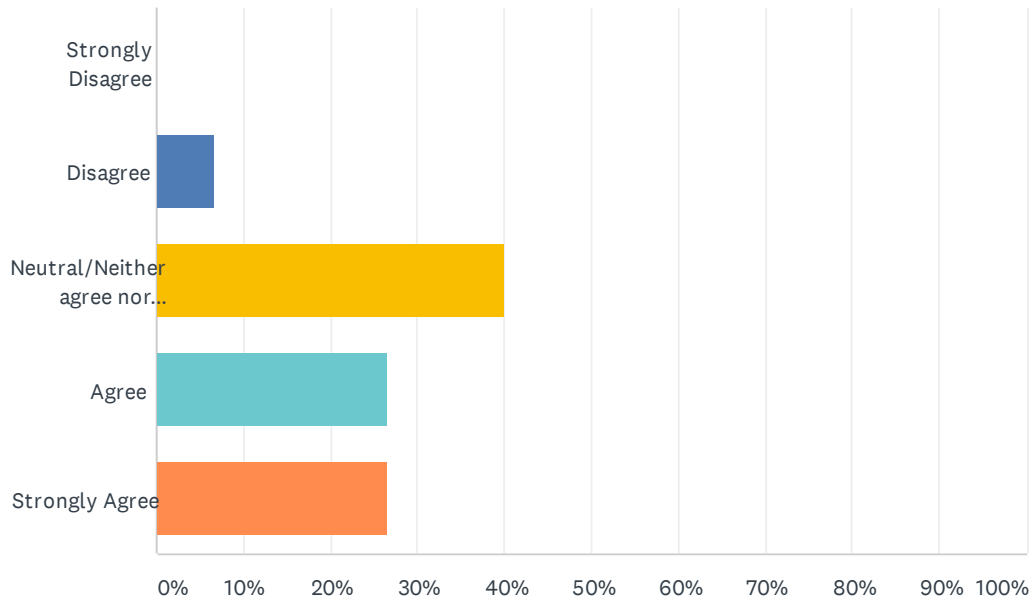
Answered: 15 Skipped: 0



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
TOTAL			15

Q25 My organization is dedicated to diversity and inclusiveness.

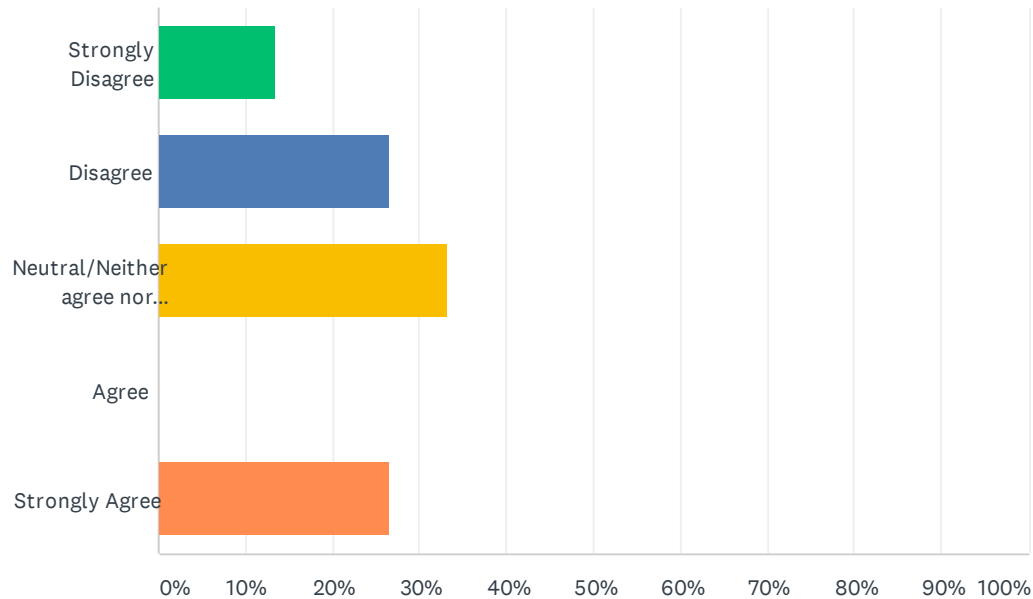
Answered: 15 Skipped: 0



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
TOTAL		15

Q26 Senior management and employees trust each other.

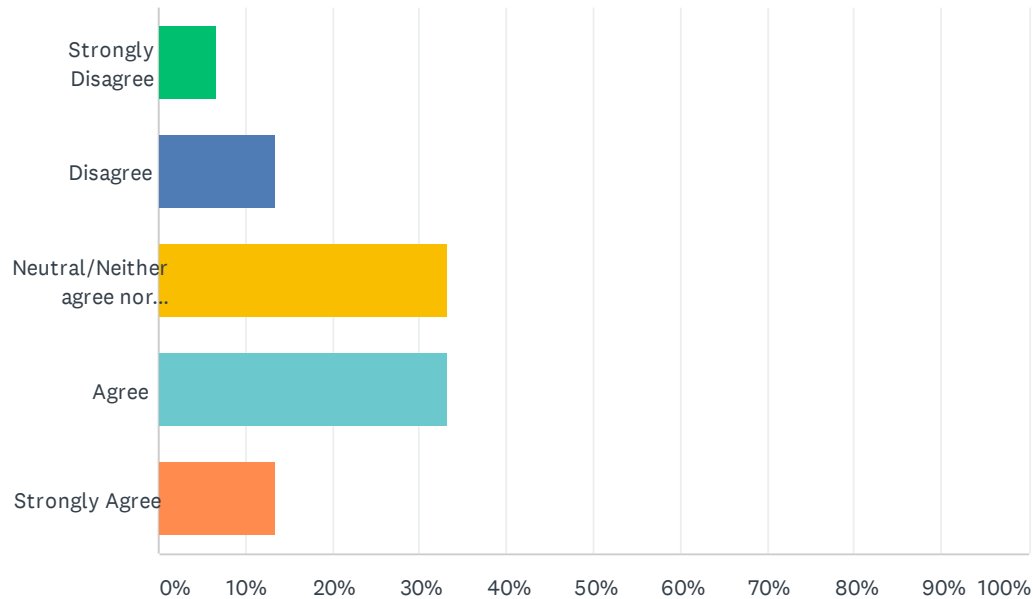
Answered: 15 Skipped: 0



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
TOTAL		15

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

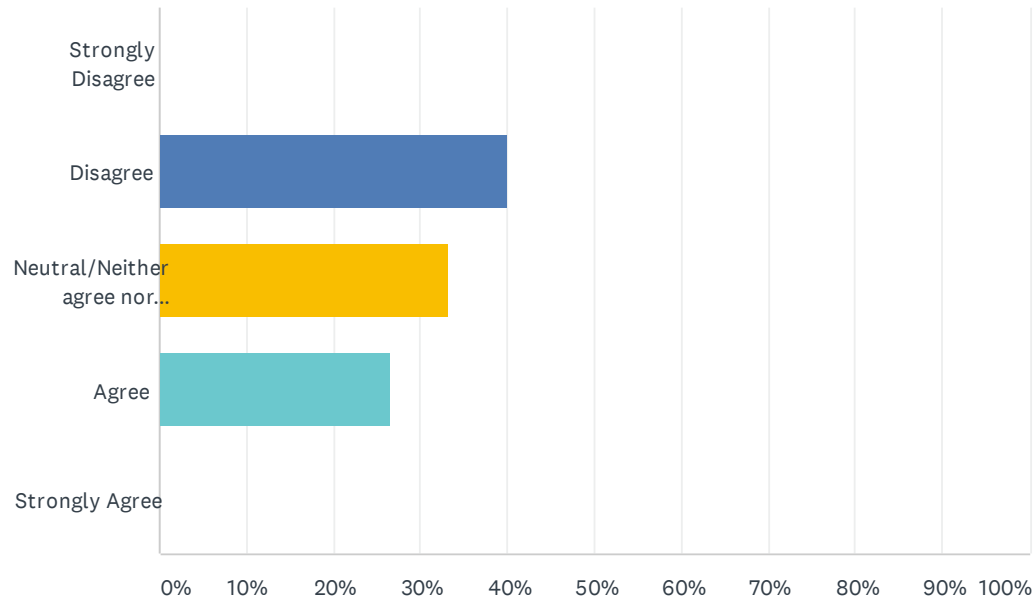
Answered: 15 Skipped: 0



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
TOTAL			15

Q28 I am compensated fairly relative to my local market.

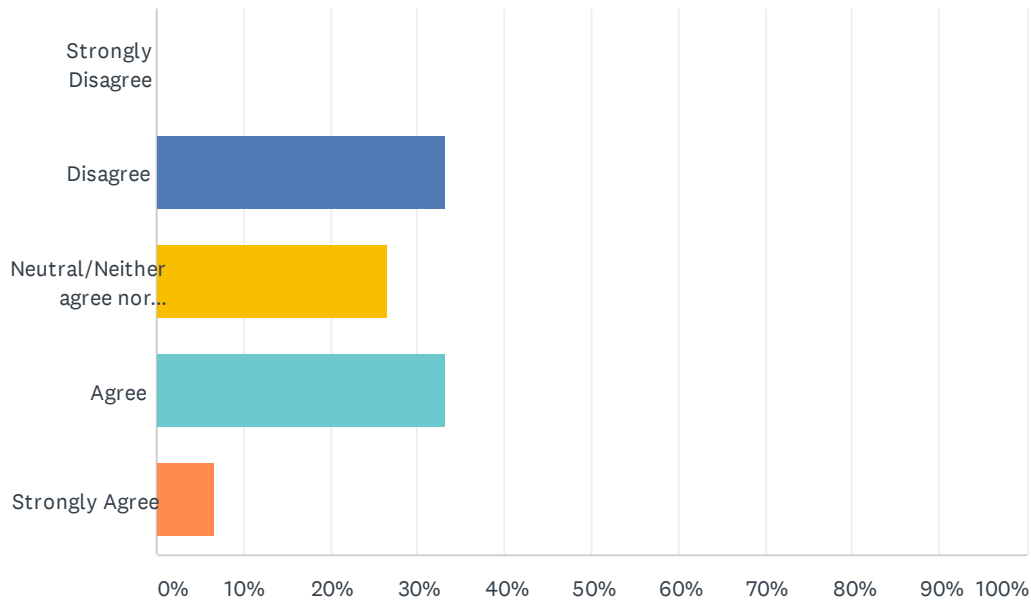
Answered: 15 Skipped: 0



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
TOTAL		15

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

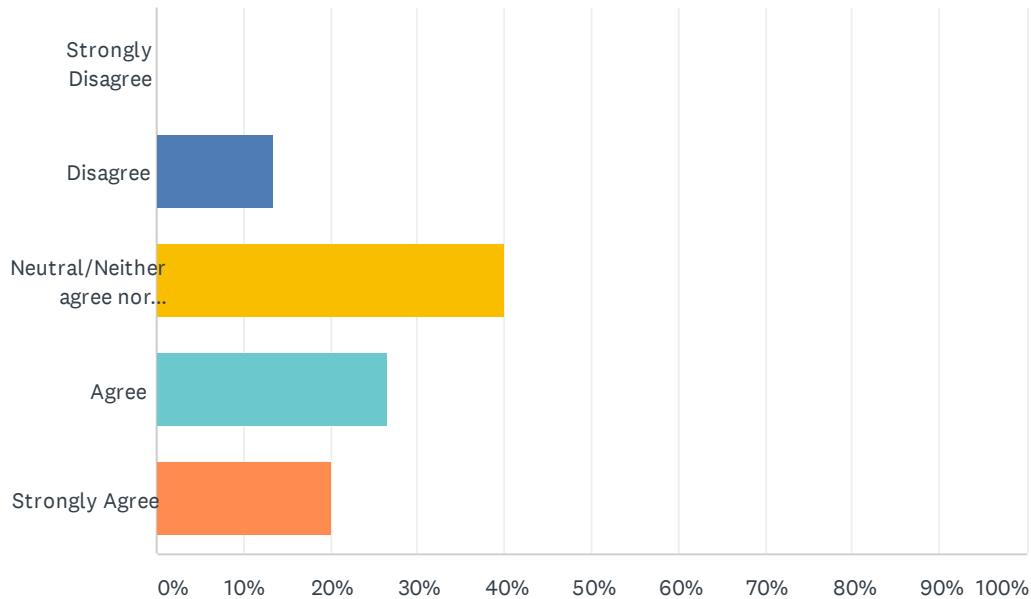
Answered: 15 Skipped: 0



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
TOTAL		15

Q30 My organization operates in a socially responsible manner.

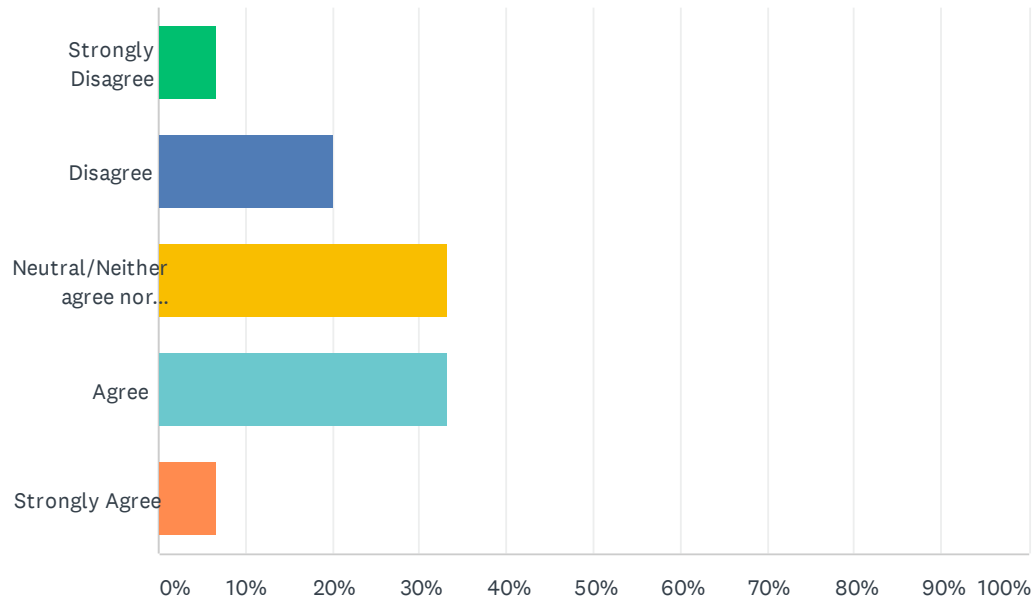
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ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	13.33%	2
Neutral/Neither agree nor disagree	40.00%	6
Agree	26.67%	4
Strongly Agree	20.00%	3
TOTAL		15

Q31 Employees in my organization willingly accept change.

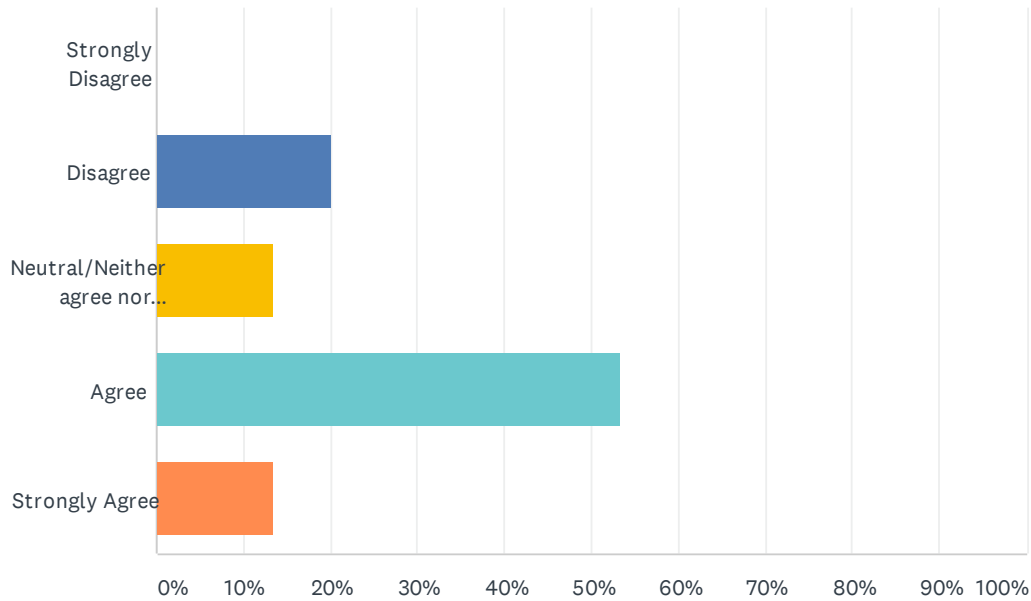
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ANSWER CHOICES	RESPONSES	
Strongly Disagree	6.67%	1
Disagree	20.00%	3
Neutral/Neither agree nor disagree	33.33%	5
Agree	33.33%	5
Strongly Agree	6.67%	1
TOTAL		15

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

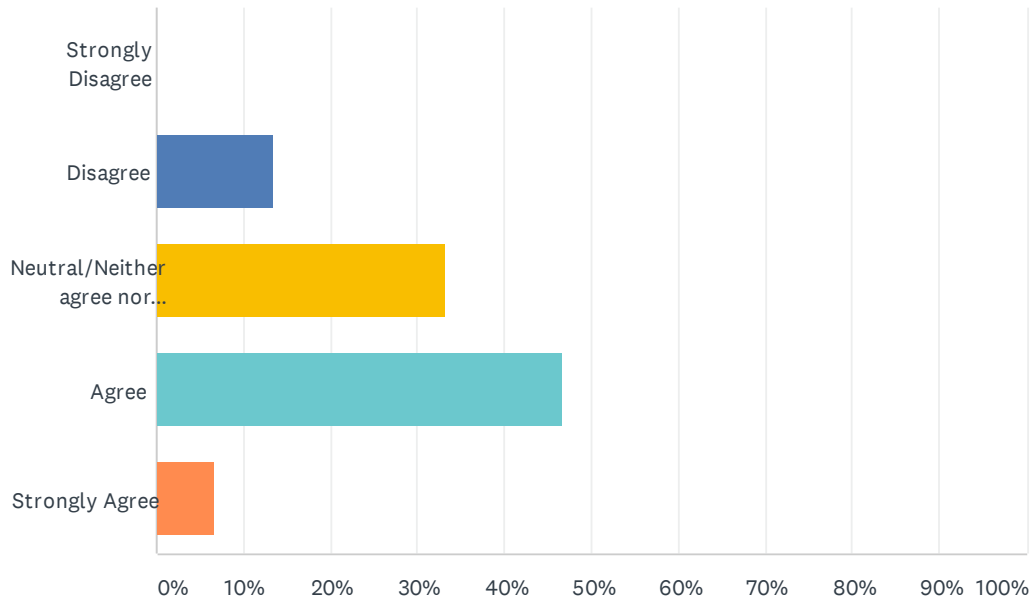
Answered: 15 Skipped: 0



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
TOTAL			15

Q33 Employees proactively identify future challenges and opportunities.

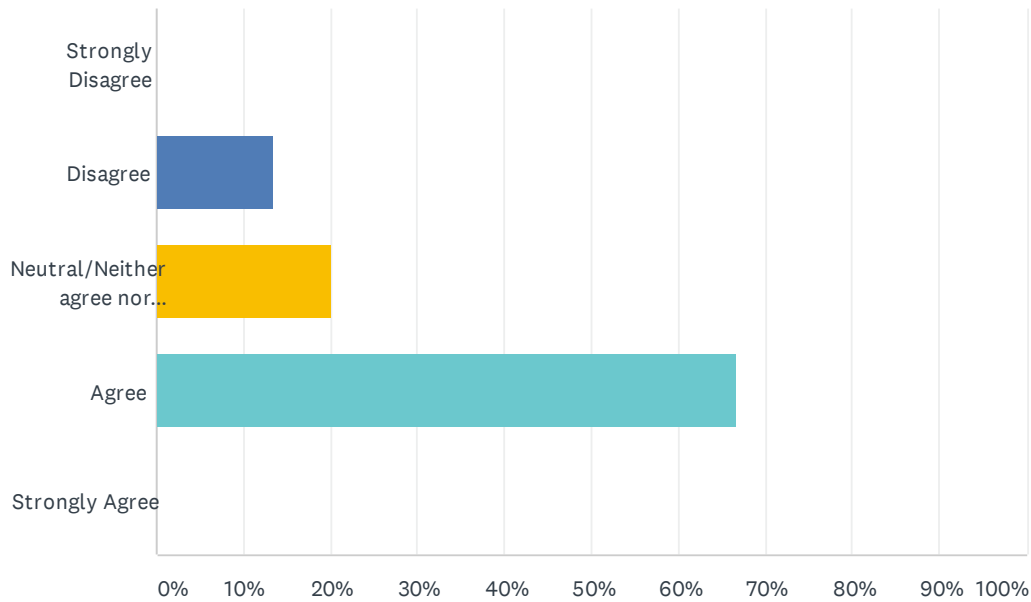
Answered: 15 Skipped: 0



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
TOTAL		15

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

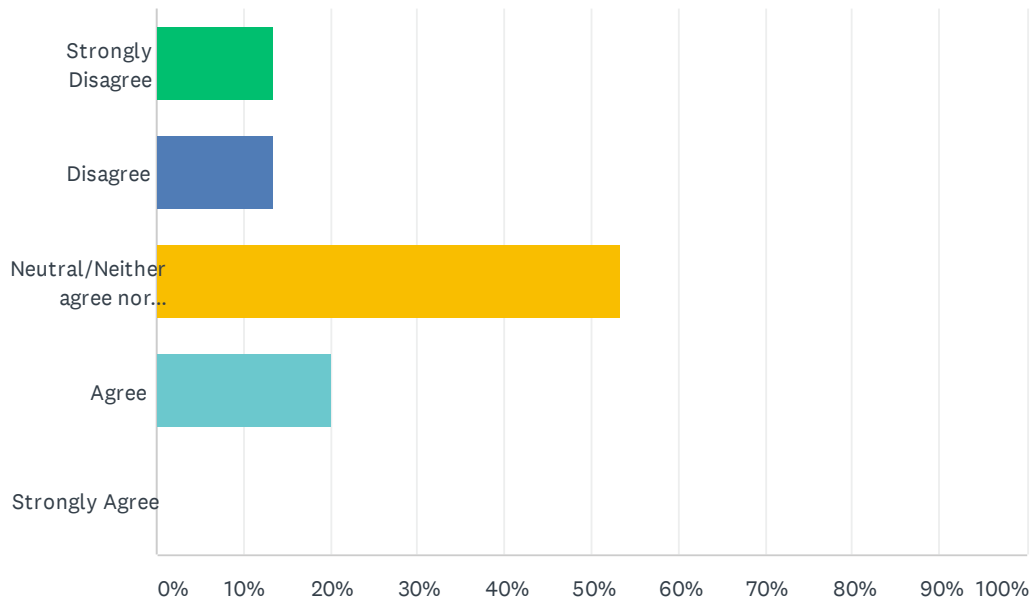
Answered: 15 Skipped: 0



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
TOTAL		15

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

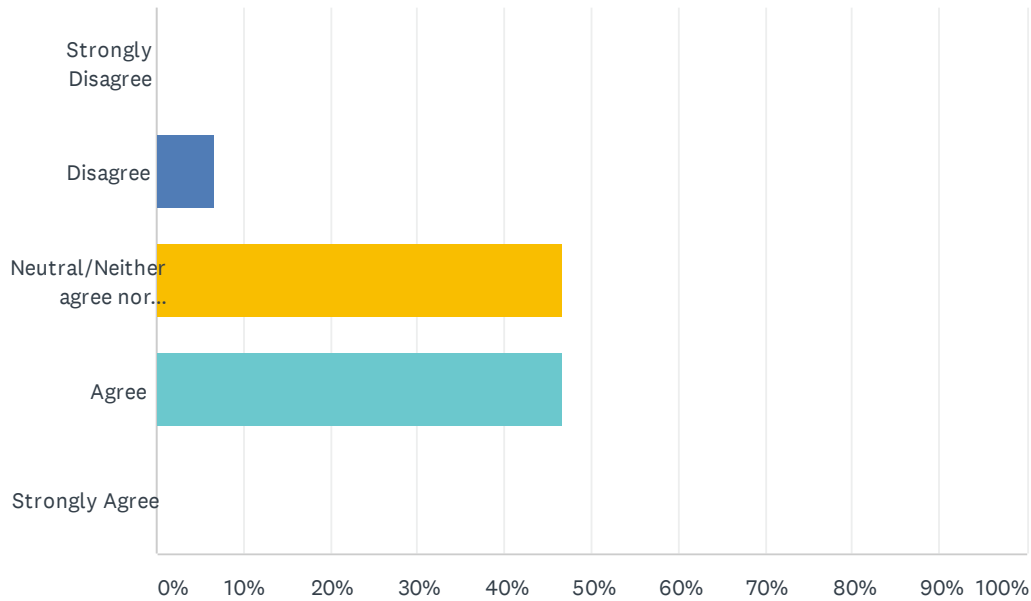
Answered: 15 Skipped: 0



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
TOTAL		15

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

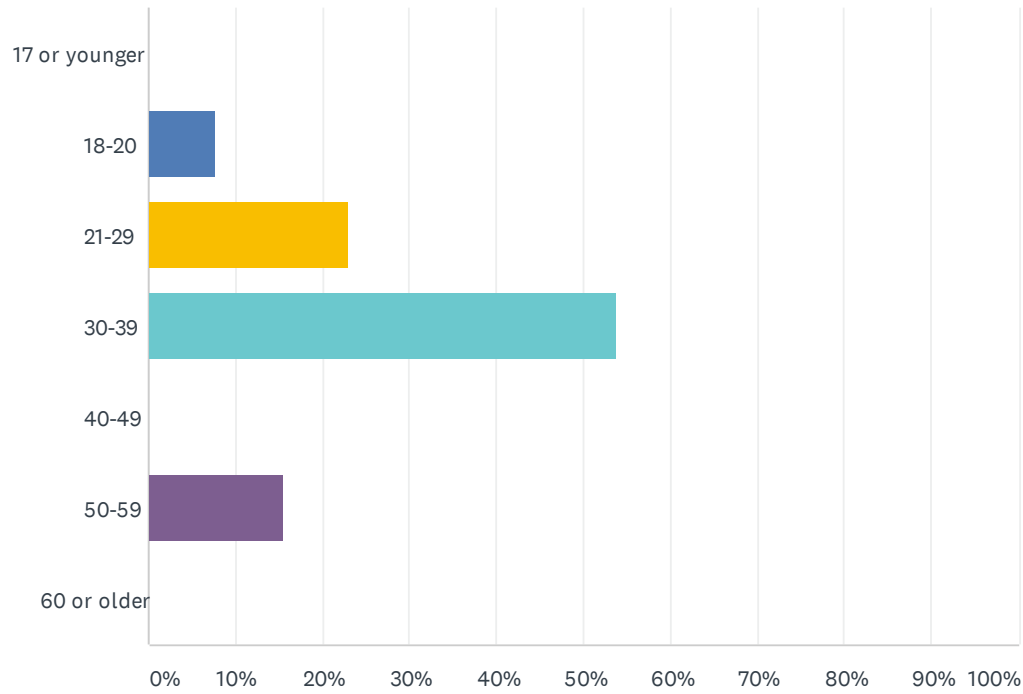
Answered: 15 Skipped: 0



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
TOTAL			15

Q37 What is your age?

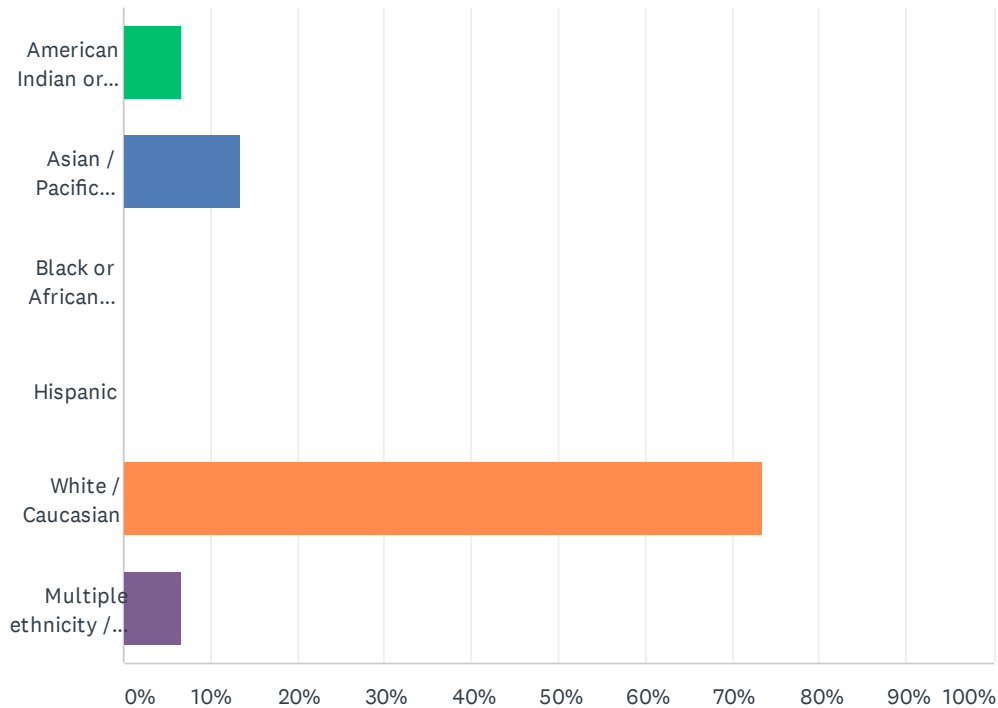
Answered: 13 Skipped: 2



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
TOTAL		13

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

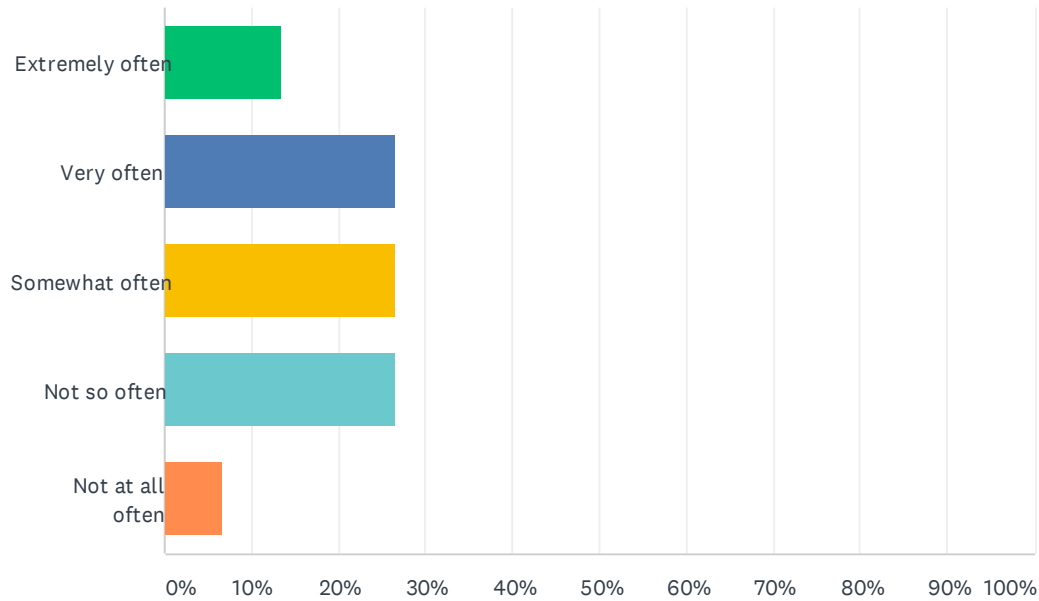
Answered: 15 Skipped: 0



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
TOTAL		15

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
TOTAL		15

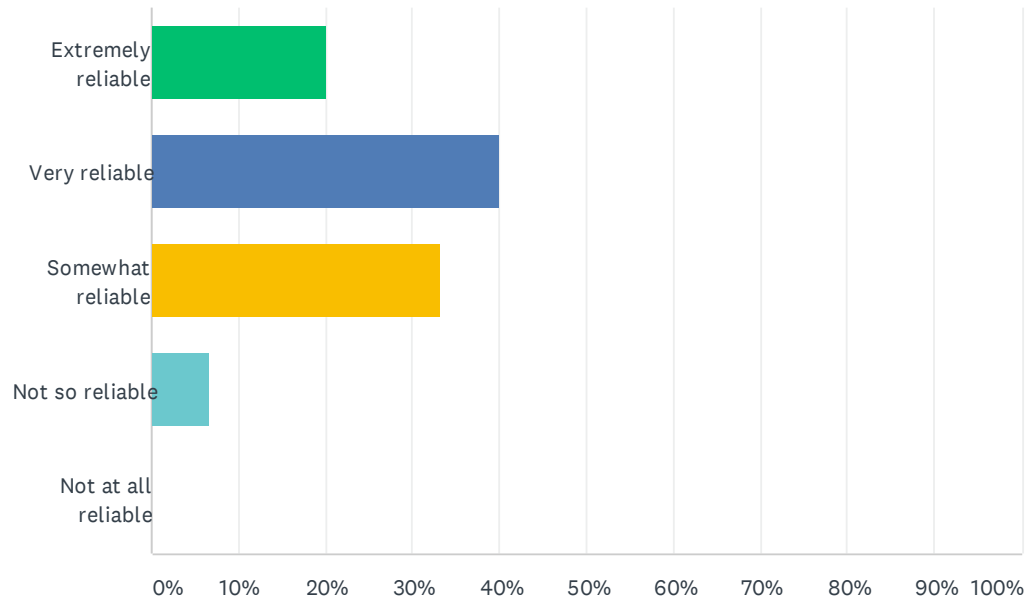
Item A.

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

Answered: 11 Skipped: 4

Q41 How reliable is your supervisor?

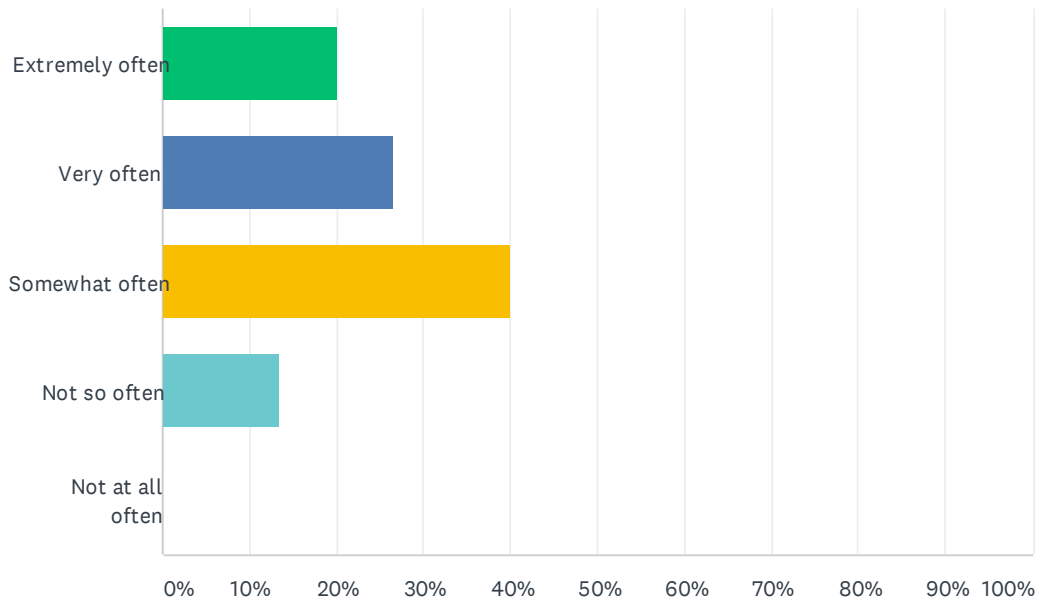
Answered: 15 Skipped: 0



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
TOTAL		15

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

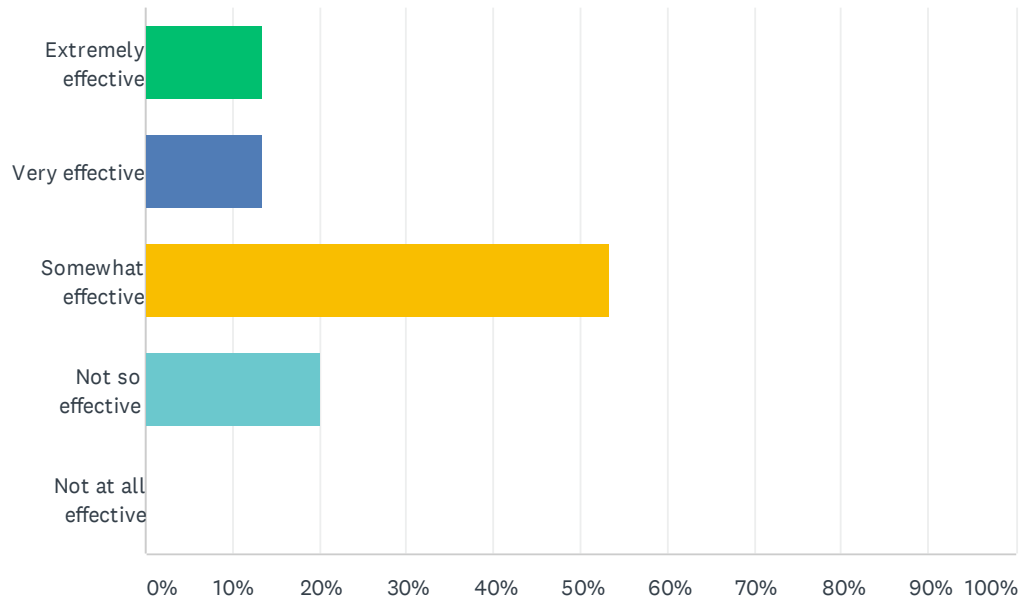
Answered: 15 Skipped: 0



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
TOTAL		15

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

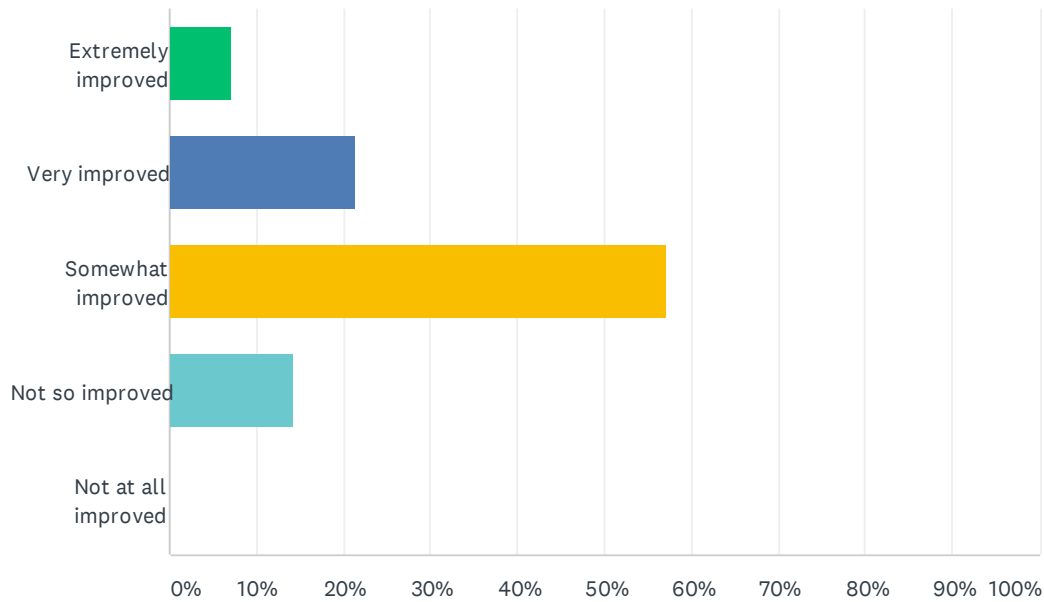
Answered: 15 Skipped: 0



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
TOTAL		15

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

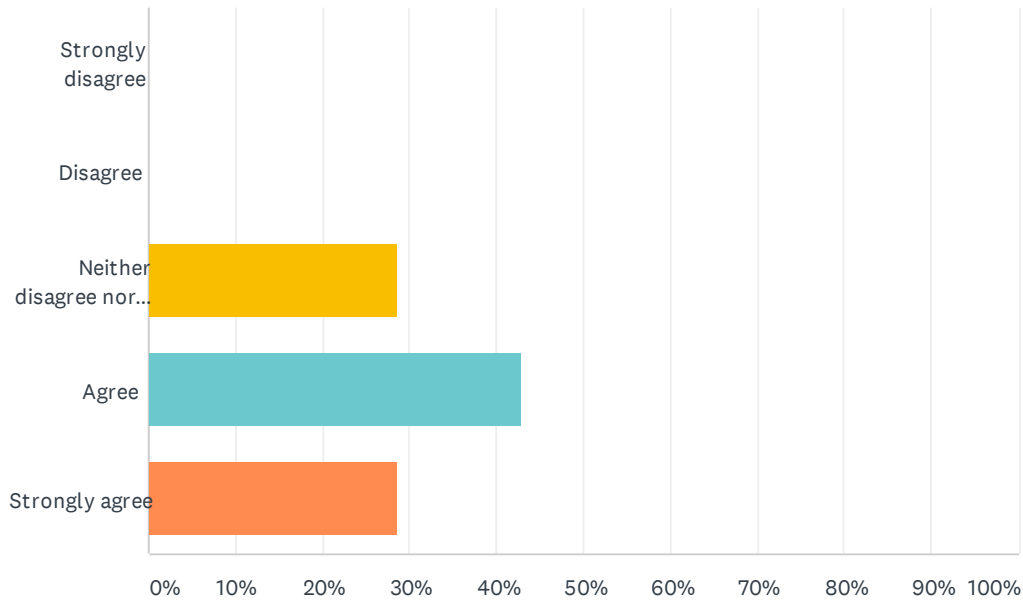
Answered: 14 Skipped: 1



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
TOTAL		14

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

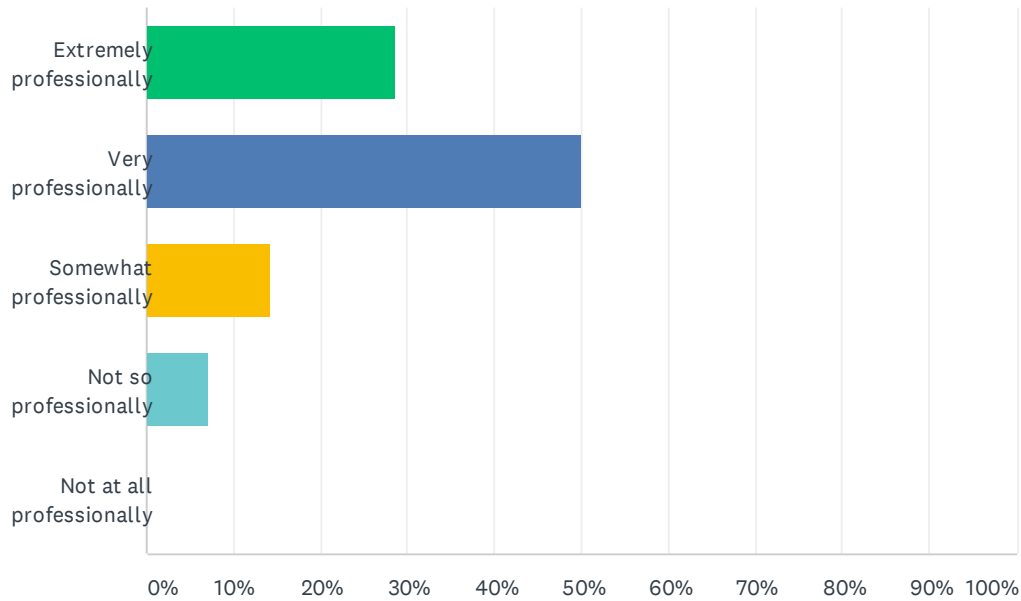
Answered: 14 Skipped: 1



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
TOTAL		14

Q46 How professionally does your supervisor behave?

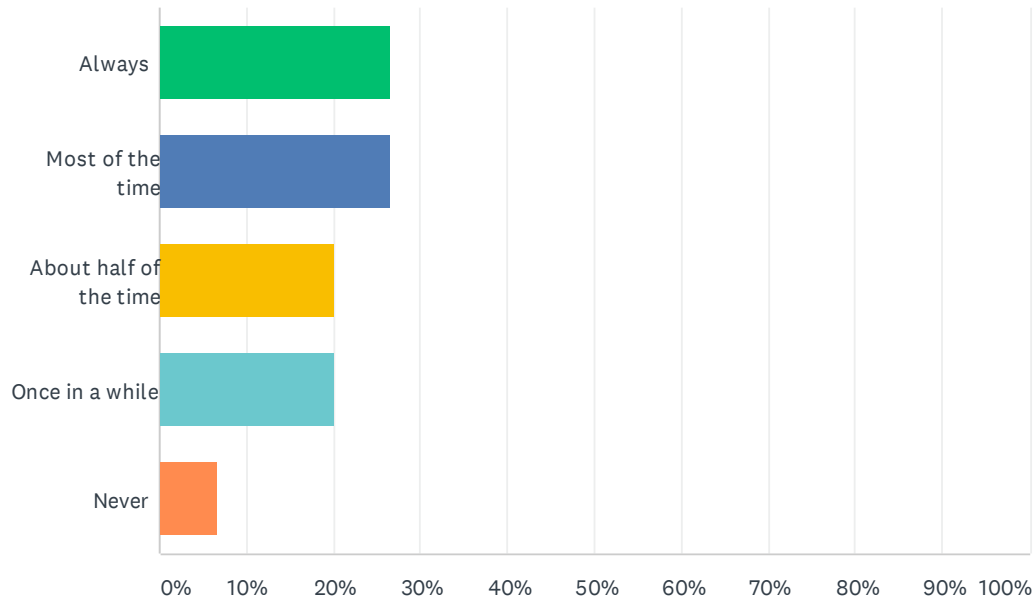
Answered: 14 Skipped: 1



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
TOTAL		14

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

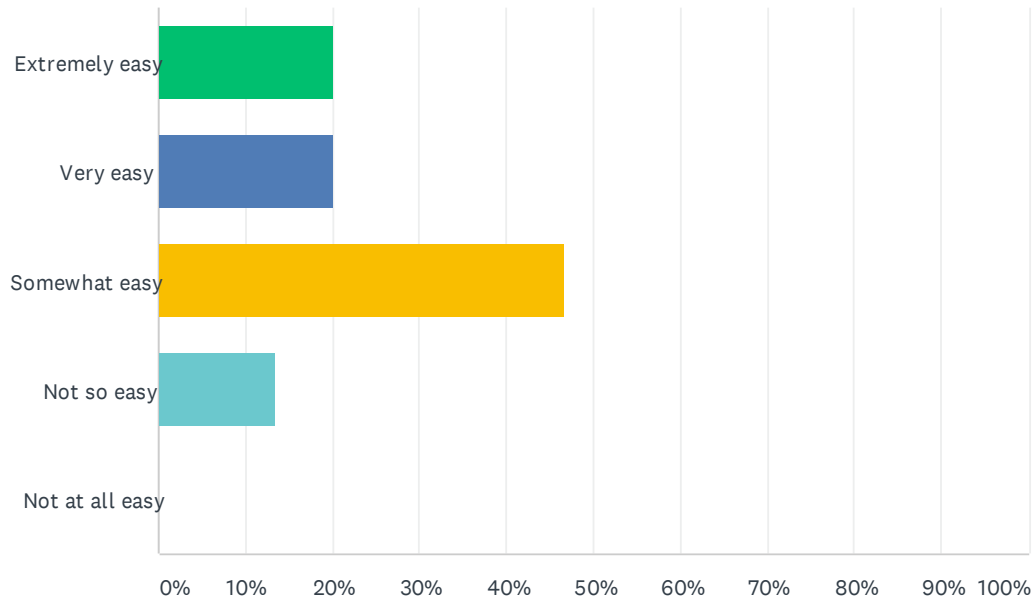
Answered: 15 Skipped: 0



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
TOTAL		15

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

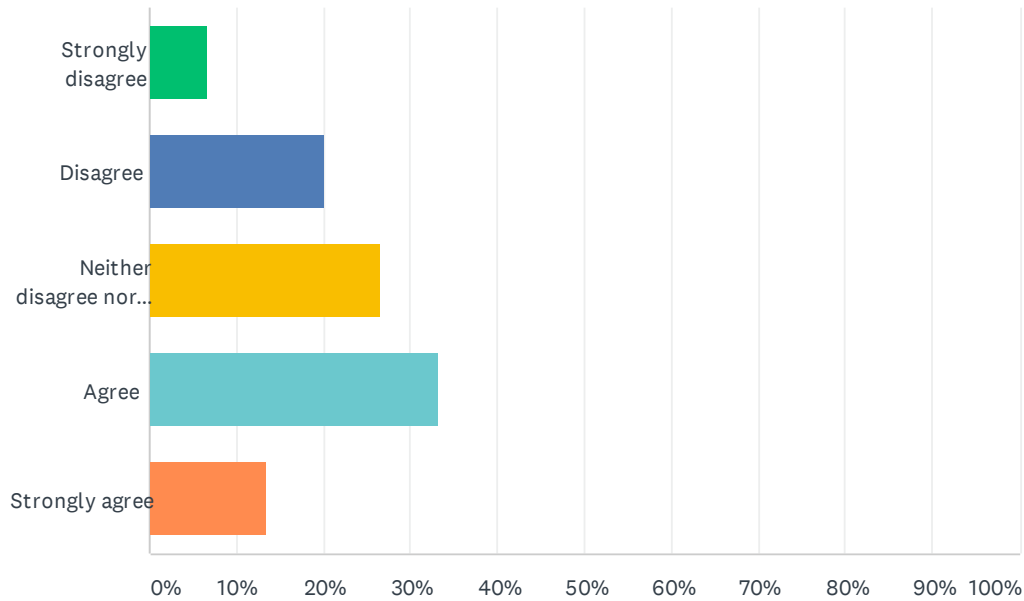
Answered: 15 Skipped: 0



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
TOTAL		15

Q49 I know I will be recognized for excellent work.

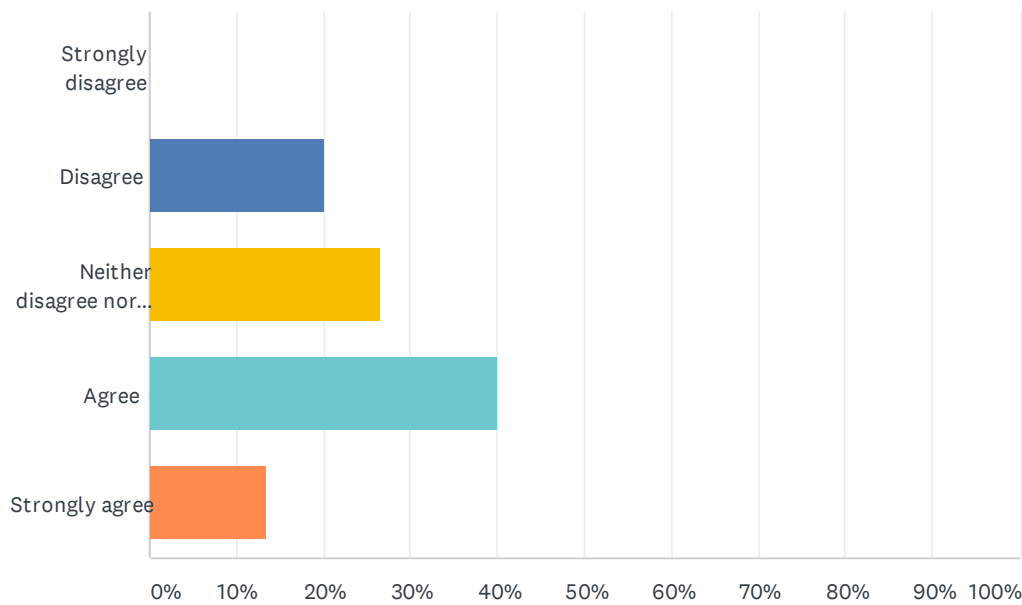
Answered: 15 Skipped: 0



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
TOTAL		15

Q50 In my work I am always challenged to grow.

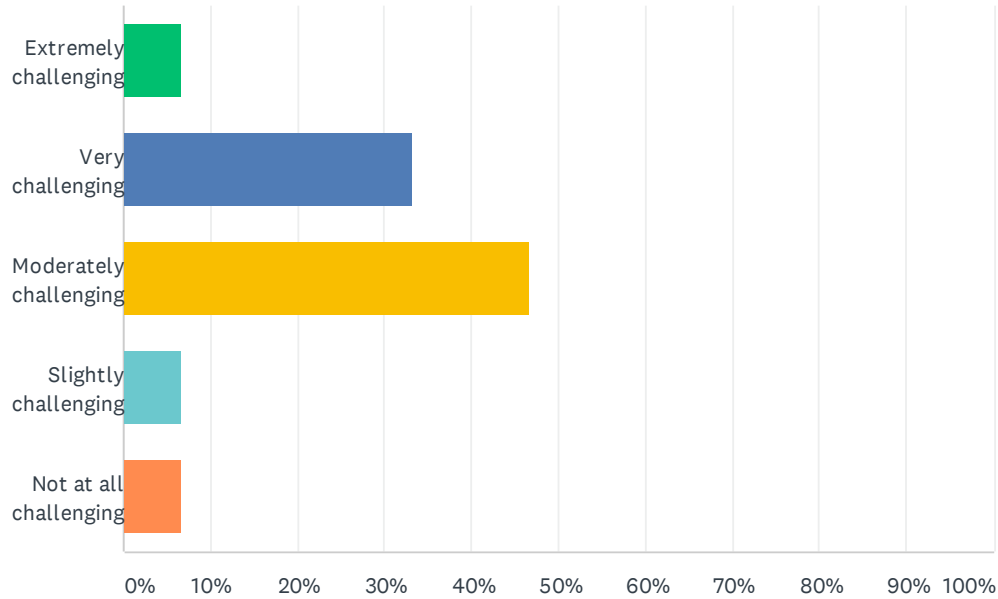
Answered: 15 Skipped: 0



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
TOTAL		15

Q51 How challenging is your job?

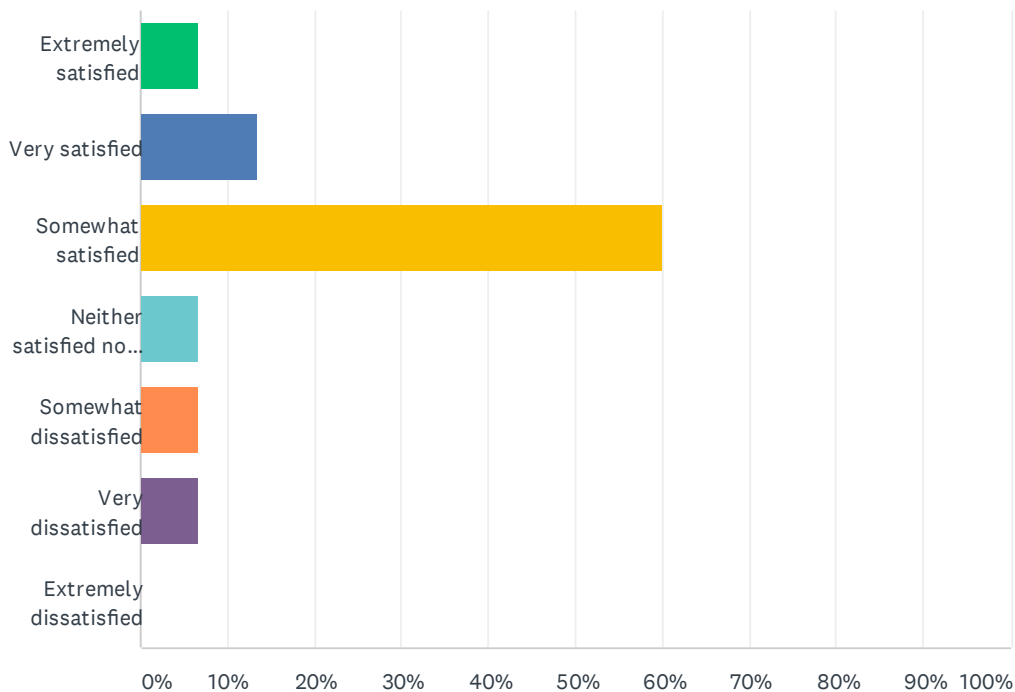
Answered: 15 Skipped: 0



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
TOTAL		15

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

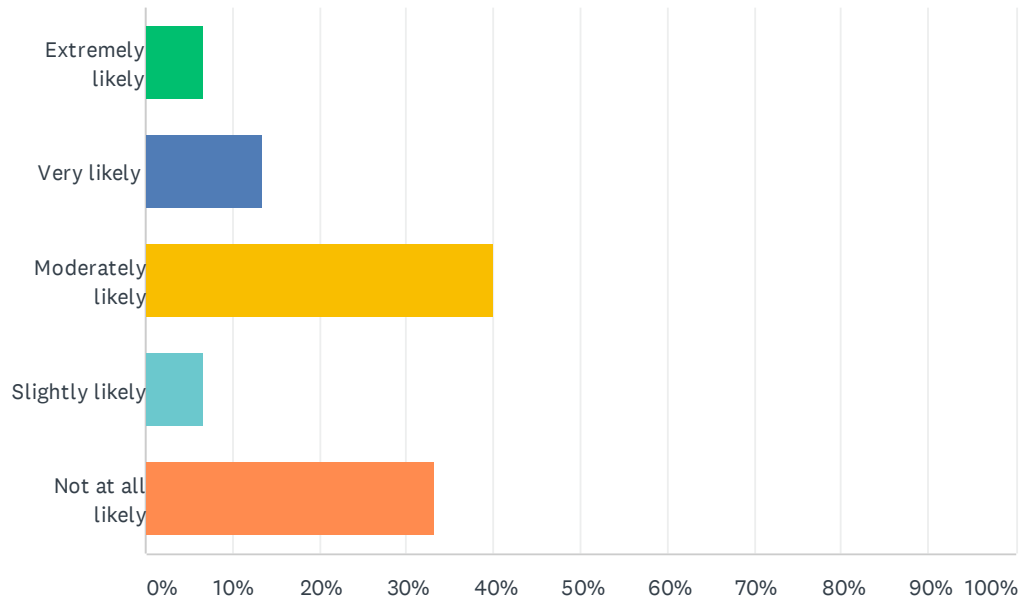
Answered: 15 Skipped: 0



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
TOTAL		15

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
TOTAL		15

After mishandled investigations, advocates cautious as Nome police try rebuilding trust

By Emily Hofstaedter, KNOM - Nome - February 21, 2021



An NPD Officer in front of the Public Safety Building in Nome. (Jenna Kunze/KMOM)

Under new leadership, the Nome Police Department said they're changing their practices in response to calls for reform from a local advocacy group, after mishandling sexual assault investigations in the past.

Survivors, advocates, and community members say the department is headed in the right direction but has a long way to go to repair broken trust, especially among Alaska Natives.

0:00 / 11:49

RELATED: Read all the parts of KNOM's series on sexual assault investigations [here](#).

Cold Cases in Nome

Over two years ago, Nome police went through their records and found they had 460 "cold case" sexual assaults dating back to 2005.

They re-opened the audited cases. As December of 2020 drew to a close, Nome Police Investigator Scott Weaver addressed the Nome City Council on his findings.

"There were a good amount of cases that had been investigated by police officers that were here at the time, and simply, the case just needed to be put together and sent over to the district attorney's office," Weaver said.



Nome Police Investigator Scott Weaver. (Emily Hofstaedter/KNOM)

That means NPD failed to finish the process of gathering and sending the evidence the District Attorney needed to make decisions about whether to charge an assailant.

RELATED: *In Nome, few sexual assault crimes result in prosecutions*

Weaver told the city almost all 460 cases being audited have been reviewed.

"Some cases just needed to be classified appropriately," he said. "But there were many cases that needed work."

Some of that work includes additional interviews and DNA evidence.

In order to get closure and justice for those survivors, Weaver had to locate people who moved out of state, and in many instances, had to re-open wounds that were nearly a decade old.

"Fifteen years ago, they may have had an injustice here. There may have been the police officer here, or somebody that was working here, that didn't do what maybe they should have done, or followed all the steps. But did they want to start that over now?" he said. "Because some (survivors) have (been) scarred from that, or put a band-aid on it, and they don't want to talk about it. And that's understandable."

RELATED: *Without justice in Nome, women wrestle with trauma and healing after sexual assault*

As of December, Weaver, along with the Nome District Attorney and others in the police department, had identified 29 cases from the audit that could move on for potential prosecution, pending DNA evidence and more interviews.

That sexual assault case audit has been part of a big effort by the police and City of Nome to rebuild trust between law enforcement and the rest of the community over the last couple years.

But how did Nome get to the point where so many sexual assault cases needed to be potentially reinvestigated?

The answer goes back to before 2018.

Bringing the Problems to Light

Lisa Ellanna is a Nome community member whose kitchen table became a safe space for women, and sometimes men, to eat dinner and talk.

The group soon realized many of them had a shared experience: They were reporting their sexual assaults to the Nome police, and then would hear nothing about the investigation.



Resident, Lisa Ellanna, gazing towards the distant mountains in Nome. (Brisa Alarcon/KNOM)

"It turned into a situation of 'Wait a second, if this is happening to all of our cases, it's probably happening to everybody's cases, and what do we do about it?'" Ellana said. "You know, this is unacceptable. This won't do."

Over the years, Ellanna said they worked with other groups to create change for sexual assault survivors.

RELATED: *Change the law to make prosecution for rape more possible in Nome and across Alaska, experts say*

Item B.

"Over the course of between 2015 and 2018, there was meeting after meeting after meeting, people coming together to support each other initially, and then turning into this advocacy kind of movement," Ellanna said.

"We came to kind of an understanding of what would make things better. And through the process of working with the different agencies, and trying to push for changes to procedure and policy, and not making any headway... We decided to come forward in the form of a public complaint."

In May of 2018, a group of mostly Alaska Native women, including Ellanna, introduced their own **resolution** on sexual assault to the Nome City Council. It alleged local police were not forwarding evidence for prosecution.

Ellanna told the council at the time that survivors would go to the police department and get no help: They would be turned away from the police with no answers about their sexual assault. Some didn't know if an investigation was even taking place.

"That was really frustrating for us. For crimes that are so violent and demeaning and dehumanizing — sexual assault pulls, just pulls at you."

Over the next few months, the council heard more concerns about uninvestigated sexual assaults. Then they learned the department had **re-hired a community service officer in the summer of 2018**, one month after he pleaded guilty to assaulting an Alaska Native woman in his care.

Soon, more women began to go public in statewide media outlets with stories of their own uninvestigated sexual assaults. One of them was a former NPD dispatcher, Clarice Bun Hardy, who said her own colleagues didn't investigate her rape after she reported it. After reporting, she began to notice patterns among some of the Nome officers, particularly Nick Harvey.

"The victims would call in and ask to speak to him," Hardy said. "But he would avoid those kind of phone calls... avoid it, and he would tell me, 'Just tell them, I'm still working on it.' You know, and then after a few months of him doing that, I'm like, seeing it with my own eyes — you're not doing anything to investigate these cases of these people who are faithfully calling every day."

Nome residents and others came forward with their own allegations of **policy violations** and potentially criminal behavior from other officers.

Kawerak, the local tribal consortium, joined the City of Nome in asking the FBI and Department of Justice to investigate potential civil rights violations by the Nome police.

"You should be seeking an audit of your own police force," said Kawerak's CEO and President Melanie Bahnke. "If you're being presented with information that your officers did

not follow through on investigations, you should try to clean house here, hold yourselves accountable. Let's jointly call for this investigation because whether you join in this request with us or not, it's going out,"

Item B.

As all of the issues came to a head in September 2018. Nome Police Chief John Papasadora quietly retired, and a new chief from Virginia took over.

Defense Against Mishandlings

When Chief Robert Estes arrived in Nome, public trust in the police department was fractured. Part of Estes' goal was to audit hundreds of sexual assault cases and look at every call for a sexual assault that came in.

Estes declined to be interviewed for this report. But in 2019, he and Investigator Jerry Kennon spoke with the Associated Press and KNOM about their findings. Kennon explained plenty of the sexual assault cases were handled appropriately, but some had significant problems.

"What I was finding in these is that there were just no narratives done to them at all, much less an investigation that was done... And some of these cases have really been bad, serious cases that just were never investigated," said Kennon.

The Nome police blame inefficient policies, a lack of staffing including not enough experienced investigators, and high turnover as the reasons so many cases went uninvestigated.

"If an officer was working on a case, and he decided 'I'm leaving, I'm gone, I had enough,' well, if someone didn't look into his assigned cases, that case just went cold," said Heintzelman.



For a region with some of the country's highest rates of sexual assault, the Nome police didn't have regular full-time investigators in their department. Heintzelman said the average sexual assault case can take 30 hours or more to complete. And reporting calls were taken by regular patrol cops who weren't specialized in investigations.

"They would have to be responding to calls, doing their normal stuff that they would have to do, in addition to working on cases that were assigned, too," Heintzelman said.

But others say the reason so many sexual assault cases were not handled properly is due to racial bias.

The Nome police were unable to provide KNOM with racial data on the survivors involved in the audited cases.

But in June 2019, the police chief wrote to the city manager in an email obtained by KNOM: "We have identified 51 historical cases with 100% native Alaskan women victims where there has been zero to poor follow-up at best."

For the predominantly Alaska Native survivors and their loved ones, it was clear something was wrong when they would never hear about their cases. Advocates such as Darlene Trigg of Nome pushed to have a citizen's oversight committee. After months of contentious city discussions and compromise, the Nome Public Safety Advisory Commission was finally formed and coded into city ordinance in 2019.

It's a step in the right direction for accountability, Trigg said.

"When something goes sideways, to look into it, and to check to see whether or not the police department acted within its own policies," Trigg said.



Nome resident, Darlene Trigg. (Brisa Alarcon/KNOM)

Trigg, Ellanna and fellow community activists suggested several additional concrete policies for the police to consider, including a requirement for officers to undergo trauma-informed sexual assault training and hiring an investigator to handle backlogged sexual assault cases.

Looking for Permanent Accountability

By now, some of those changes have happened.

The department hired Investigator Scott Weaver in the fall of 2020 to deal full-time with sexual assault cases. There's also Sharon Sparks, a domestic violence coordinator currently employed by the Nome Police Department who helps survivors work through their cases — but the department can't always keep that role filled.

As survivors demanded change for policing in Nome, it became clear many in city leadership didn't know what had been brewing. And many of those leaders had been in charge of passing budgets and policies for years.

"I'm embarrassed that I wasn't aware of it prior to three or four years ago. It just, for whatever reason, wasn't on my radar," said Jerald Brown, a city councilmember.

Brown has sat on the City Council for about 15 years. Turnover is high in many aspects of Nome life including the police department, hospital, and the school — but not in city government.

For example, current Mayor John Handeland previously served as Mayor, Interim City Manager, City Manager, and the head of the Nome Joint Utilities System, sometimes holding two of those roles at once. He said he gets involved more in the local level to help serve his

home community, where he grew up and has lived for most of his life, but others say Handeland and others maintaining leadership positions for so long is part of the problem.

Within the Nome Police Department, current Chief Mike Heintzelman said there are now more efficient systems in place.

"We recognize there's a shortfall," Heintzelman said. "Some of the things weren't done the best. There were some procedures that weren't in place like checks and balances, but we're in the right direction right now. Everything that is called in is something that is investigated fully."

But another call from activists has been a review of the department's operations and procedures manual. That's from 2012, and still largely redacted to the public, including the sections on sexual assault investigations. When Greg Russell, an outside auditor, conducted a review of the department, he found most of the officers were not even familiar with the manual.

"It's something that's kind of like a 'how-to' so that an officer in the field would have a policy manual to reference that would say, 'This is how my department wants it to be done.' And since it is a 'how-to' manual, that's why it's so important to update it," said Russell.

He found no indication that the Nome Police Department was regularly updating or reviewing its policy manual.

Part of Russell's job is to suggest improvements for police department management **but also steer departments away from practices that could lead to lawsuits**. He said that could include getting the department certified through a national policing accreditation. Right now, he explains, some places like Nome are largely dependent on good leadership.

"Do you think an incompetent, bad, unprofessional, unethical police chief could take his department to a position of excellence? I think the obvious answer is no, they cannot" he said.

But locals who have watched administrations come and go want firm systems in place that guarantee the actions of old officers and police chiefs won't happen again.

"I see positive changes happening. I really hope that we can institutionalize these changes so that it's not beholden to the goodwill of who's currently in a position of authority," said Bahnke, the president of Kawerak.

Bahnke feels encouraged that the city regularly reaches out to the tribal consortium to discuss public safety issues, but she also said many of the changes have come through new leadership at the police department.

Nome City Manager Glenn Steckman said the city is doing what it can with its resources to create lasting change.

In the last budget cycle, the City Council increased funding for more officers and supported officer housing in a community where housing is often scarce. But those additional officer positions still remain vacant, and the department still has police officers who haven't committed to living in Nome full-time. Instead, they prefer to live elsewhere and fly in to work their two-week shifts. The exception is during the COVID-19 pandemic in 2020, when Steckman said many officers stayed in town to work for longer periods of time.

"But we're trying to figure out how do we get stability in this department? That's the challenge that we face: stability," said Steckman.

But Steckman doesn't want to dwell in the past.

"We have the history up here, these officers weren't involved in it. And they are being heavily criticized, but they weren't involved."

Yet community members point out that the current officers and city leaders responsible for hiring them are part of an institution.

And until institutional change is complete, advocates and longtime Nome residents such as Darlene Trigg say a public apology — some acknowledgement of what has happened — is needed for the community to heal.

"Well, it's necessary. That's the truth," Trigg said. "Some level of acknowledgement that harm has been done is probably not something that an attorney would want the city to do. However, there are people who are owed that in this community. Their families and their livelihoods and their ability to walk in our town, in a healthy, safe way is forever changed."

For now, neither the City of Nome nor the police department have issued such an official statement.

Reporter Davis Hovey contributed to this report.

Emily Hofstaedter, KNOM - Nome

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