

County of Jefferson
Office of the County Administrator

Historic Courthouse
195 Arsenal Street^{2nd} Floor
Watertown, NY 13601-2567
Phone: (315) 785-3075 Fax: (315) 785-5070



March 25, 2021

To: The Honorable Members of the Board of Legislators

In accordance with Section 152 of County Law, this shall serve as notice that a ***Special Session of the Board of Legislators will be held on March 30, 2021 at 6:00 p.m.*** in the Chambers of the Board of Legislators, 195 Arsenal Street, Watertown, NY.

The agenda for the meeting is:

ROLL CALL OF MEMBERS

PRIVILEGE OF THE FLOOR

LOCAL LAWS, RESOLUTIONS AND MOTIONS

1. Resolution No. 80 Adopting Jefferson County Police Reform and Reinvention Collaborative Plan
2. Resolution No. 81 Adopting Jefferson County Plan for Operations in the Event of a Public Health Emergency Involving a Communicable Disease

If you need additional information relative to the Board Session agenda items, please feel free to contact me.

Sincerely,

Sarah H. Baldwin
Deputy Clerk of the Board

Enc.

JEFFERSON COUNTY BOARD OF LEGISLATORS
Resolution No. 80

Adopting Jefferson County Police Reform and Reinvention Collaborative Plan

By Legislator: Robert D. Ferris

Whereas, New York State Executive Order No. 203 issued in June of 2020 required every local government entity with a police agency to develop a police reform plan, for which guidance was issued in August of 2020, and

Whereas, The Chairman of the Jefferson County Board of Legislators and the County Sheriff convened a stakeholders group to participate in this process, and

Whereas, The stakeholders met four times between October and December of 2020 to review Sheriff's Office responsibilities, current policies, procedures and training, statistical data, and mental health issues, and adapted a community survey to gather public input, and

Whereas, The Jefferson County Sheriff's Office Survey on Public Safety and Law Enforcement was made available online and in print, and

Whereas, The stakeholders met in early February of 2021 to review survey results and a draft plan presented by the Sheriff, and

Whereas, The draft plan was made available online and in print in February of 2021, with two public online listening sessions and a dedicated email soliciting public comment, and

Whereas, The stakeholders met in early March of 2021 to consider public input and endorsed the finalized plan.

Now, Therefore, Be It Resolved, That the Board of Legislators hereby adopts the Jefferson County Sheriff's Office Police Reform and Reinvention Collaborative Plan, and be it further

Resolved, That the Chairman of the Board is hereby authorized to sign the Plan Certification Form for submission to the New York State Division of Budget as required.

Seconded By Legislator: Anthony J. Doldo



JEFFERSON COUNTY SHERIFF'S OFFICE

NEW YORK STATE POLICE REFORM AND
REINVENTION COLLABORATIVE

March 30, 2021

Table of Contents

Introduction	2
Organizational Structure	4
Police Reform/Reinvention Committee	7
Training Initiatives	8
Community Engagements	14
Recommendations	17
Appendix –Community Stakeholders, Survey & Public Response	19

INTRODUCTION

On June 12, 2020, Governor Andrew Cuomo issued Executive Order 203 directing municipalities that employ police officers to actively engage stakeholders in the local community and develop locally approved plans for the strategies, policies and procedures of local agencies. In accordance with this order, the Jefferson County Sheriff's Office in conjunction with the Chairman of the Board of Jefferson County convened the mandatory as well as many suggested community members to discuss what the Sheriff's Office does and focus on what reforms or improvements can be made. The following is a description of the Jefferson County Sheriff's Office and the plan agreed upon by stakeholders. It is submitted, with respect, to the entire Jefferson County community for review and discussion.

The Jefferson County Sheriff's Office (JCSO) serves the law enforcement needs of all of the citizens of our county, and strives to do so in a professional manner, respecting the rights of all of our citizens without regard to race, color, nationality, creed, gender or sexual orientation. With that goal in mind, our policies and procedures are developed and implemented and serve to guide the selection, training, and supervision of our deputies. The Sheriff is an elected official and is an autonomous office while being a civil service law co-employer with Jefferson County. Sheriff Colleen M O'Neill is the 56th Sheriff of our great county and has held office since January 1, 2015. She oversees the employment of 134 employees, 42 of whom are assigned to the patrol division.

"I am extremely proud of the entire membership of the Jefferson County Sheriff's Office, especially during this past year of unprecedented challenges. While most of the country shut down, many businesses were closed and people were holed up at home, JCSO never missed a day. Our deputies and correction officers did not miss one shift, not one hour. We were ON DUTY serving and protecting as we have all sworn to do by our oath of office.

I personally take great pride and am humbled and honored to lead this amazing agency and I strongly believe in our mission statement which reads...

The Jefferson County Sheriff's Office, established in 1805, is committed to serving the citizens of Jefferson County New York by:

**Respecting the civil rights of each citizen as set forth by the Constitution of the United States and New York State.*

**Educating the public so they do not fall victim to crime.*

**Enforcing all laws and court orders, without prejudice.*

**Training and enhancing the professionalism of our membership so they can perform their duties to the highest degree of efficiency and effectiveness.*

**Work in harmony with all facets of the federal, state, county and municipal governments for the common goal of protecting and serving the people.*

*I believe we live up to those words and that our relationship with our community is positive and that we are fair and professional and that we all share the same goal... to protect others. Law enforcement is not a job. It is a calling, a career and a destiny. Jefferson County is privileged to be served by our deputy sheriffs and correction officers and we consider it a privilege to serve.”
~ Sheriff Colleen M. O'Neill*



The following is presented as consistent with Governor’s Executive Order 203 and guidelines as published in the NYS Police Reform and Reinvention Collaborative dated August 2020.

ORGANIZATIONAL STRUCTURE



The Jefferson County Law Enforcement Division consists of:

Sheriff
Undersheriff
Lieutenant
5 Sergeants
8 Detectives
27 Deputy Sheriffs

On a normal day, JCSO assigns 6 patrols to post coverage encompassing the 1857 square miles of the county. Among those patrols are deputies with specialized training like K9 handlers, SERT (Sheriff’s Emergency Response Team) members, firearms instructors, EVOC (Emergency Vehicle Operators Course) instructors and defensive tactics trainers, field trainers, civil enforcement deputies and school resource officer(s). There are marine patrol duties, utility terrain vehicles and snowmobile patrols and rifle sniper(s).

Generally, a deputy sheriff’s duties include but are not limited to: patrol an assigned geographical post; investigate suspicious activities and answer complaints;

watch for wanted and missing persons and stolen vehicles; maintain order in crowds, parades, funerals and other public gatherings; serve subpoenas, tax notices, traffic summonses and legal documents; arrest traffic violators; investigate crimes; collect evidence; transport prisoners; attend court and present testimony and evidence; answer questions and direct the public; and make a report of such activity on a daily basis. Candidates for hire as a deputy must conform to physical and psychological standards set by New York State Civil Service law and the sheriff. They must reside within Jefferson County, hold a valid NYS driver's license, a high school diploma and be at least 20 years old. Only candidates with excellent moral character and unquestionable integrity are considered by the Jefferson County Sheriff's Office.

The detectives, in addition to many of the duties and qualifications described above, handle serious crimes and investigations. They investigate every natural, unattended or suspicious death; all fatal motor vehicle accidents; all cases involving firearms, children, sexual abuse and elderly abuse. They are tasked with handling thousands of pieces of evidence and lab results every year. They hold firearms for residents who request that service. They interview suspects, victims, children, applicants for employment and pistol permit applicants. Two detectives are Metro Jefferson Drug Task Force members specifically assigned to illegal drug investigations in partnership with the Watertown Police Department and the District Attorney's Office. Detectives generally work 8am to 4pm but are on call 24/7. They are supervised by a detective sergeant and the patrol lieutenant.

Two sergeants and eight deputies are assigned to the Sheriff's Emergency Response Team. They are very specifically trained for and practice high risk arrest situations, armed standoffs, hostage situations and barricaded subjects, among other dangerous events and situations.

Three deputies are K9 handlers, partnered with a highly trained German Shepard or Belgian Malinois dogs. Two are specifically trained to detect illegal drugs and one is trained in explosive detection. All three are trained in handler protection and tracking. The dogs and their handlers are certified by New York State Division of Criminal Justice Services and their training is constant.

One deputy sheriff is currently assigned as a School Resource Officer at the Indian River School District. JCSO has a comprehensive memorandum of understanding governing the relationship between the school, the deputy and the sheriff's office. JCSO's SRO has had hundreds of hours of specialized trainings from various and diverse schools. Considering the amount of contact the SRO has with students, an arrest is made a fraction of 1% of the time. So, arresting kids is not the

purpose or intention of this program. JCSO's SRO also sits on the New York State Sheriffs' Association SRO training committee.

Beyond that, Sheriff's Operation Order 02-2018 dated 4/25/2018 directs each deputy to make safety and security checks at all school buildings and venues on their assigned post on a regular basis. This could be in the form of standing on the sidewalk welcoming kids to school, having lunch with them, dropping in to talk to the principal or a teacher or stopping by a football game. The objective of this program is to provide a highly visible police presence clear to anyone who might be planning violence. Deputies familiarize themselves with the layout of the schools in the county and of course, foster positive interaction and trust between deputies and staff and students.

Special Patrol Officers hired under General Municipal Law 209V work on a part time basis, securing the Watertown International Airport. There are currently 5 SPOs employed. They are scheduled, supervised by and answer to the patrol lieutenant.

Deputies' shifts begin at 5:00pm and 5:00am. A sergeant is considered the first line of supervision on every shift. On the rare occasion when a sergeant is not on duty, the deputy with the most seniority is called upon to supervise *and* to patrol. All serious calls are reported to the lieutenant and eventually to the sheriff through a "chain of command" The sheriff holds accountability for the actions of the entire division.



POLICE REFORM/REINVENTION COMMITTEE

On August 25, 2020, Sheriff O’Neill and Chairman Scott Gray initiated a months long process toward fulfilling Executive Order 203 set forth by Governor Cuomo. The first step was to identify stakeholders who would be called upon to review the practices of the Sheriff’s Office and suggest possible improvements or additions to the policies and procedures currently in place.

The stakeholders who participated included the following: Membership of the local police force, members of the community with emphasis on areas with high numbers of police and community interactions, interested non-profit and faith based community groups, the local office of the district attorney, the local public defender and local elected officials. In addition stakeholders included the probation director, county leadership, residents who have had interactions with the police, resident(s) who have been incarcerated, a police union representative, educators, an LGBTQIA advocate, a healthcare leader and advocate, a mental health professional, a transportation official and a housing and homeless professional.

There have been six police reform/reinvention committee meetings to date. The first meeting consisted of a presentation of the current policies, procedures and responsibilities of the Sheriff’s Office. It included a description of Jefferson County which was founded in 1805. The county consists of 1857 square miles and hundreds of miles of Lake Ontario and St Lawrence River shoreline. The population in 2019 is recorded as 109,834 citizens. There is one incorporated city, Watertown, and 63 towns, villages and hamlets. Jefferson County is the proud home of the United States Army 10th Mountain Division.

Stakeholders were provided with statistical data relative to the Sheriff’s Office’s case load and arrest data. In 2020 JCSO patrol division handled 16,752 calls for service. 781 criminal arrests were made. 60 DWI charges were filed. 1730 UTTs (uniform traffic tickets) were issued last year, 868 motor vehicle accidents were handled. Detectives investigated 120 cases excluding background investigations and pistol permit applications. In the years 2019 and 2020, engagement with the public resulted in arrest approximately 3% of the time. 499 pistol permit applications and 2186 pistol permit amendments were processed in 2020.

Stakeholders learned that the standards JCSO employees are required to maintain are clearly described in a Code of Conduct Manual, issued to everyone and applicable to everyone. It governs both on and off duty behavior and was most recently updated and reissued September 2, 2020. Two sections worth noting considering the background to the Executive Order are:

2.8 Attitude and Impartiality: Members and employees of the Sheriff's Office, while being vigorous and unrelenting in the performance of their duties must maintain a strictly impartial attitude toward all persons they contact in their official capacity.

And 2.9 Courtesy - Public/Professional: Members and employees of the Sheriff's Office shall be courteous to the public. They shall be tactful in the performance of their duties, control their temper and exercise the utmost patience and discretion. Members and employees shall not engage in argumentative discussion, even in the face of extreme provocation. In the performance of their duties, they shall not use coarse, violent, profane or insulant language or gesture and shall not make derogatory comments or express any prejudice concerning race, religion, politics, national origin, gender, lifestyle, age or similar personal characteristics.

TRAINING INITIATIVES

Training was discussed at this and subsequent stakeholders meetings. All Jefferson County Sheriff's Deputies attend the Basic Course for Police Officers (BCPO) established by the Municipal Police Training Council and are certified through the New York State Division of Criminal Justice Services. The BCPO is described here:

“The Basic Course for Police Officers has undergone a continual evolution since it was first established. When mandated effective July 1, 1960, the Basic Course for Police Officers consisted of a minimum standard of 80 hours of instruction in specified areas. The current BCPO consists of a minimum standard of over 700 hours established by the Municipal Police

Training Council (MPTC). Staff routinely reviews the content of the Basic Course for Police Officers to ensure that the material remains relevant to criminal justice issues and best prepares officers to serve their communities. Today's Basic Course for Police Officers covers a wide range of topics including but not limited to, Ethics & Professionalism, Cultural Diversity, Bias Related Incidents, Professional Communication, Persons with Disabilities, Crisis Intervention, Use of Physical Force & Deadly Force, Active Shooter Response and Decision Making. Today's police recruits are also mandated to complete numerous Reality Based Training Scenarios to better prepare them for the situations they will encounter on the job."

There are 52 topics covered over approximately 26 weeks. Ethics and professionalism is a minimum of 8 hours but most academies conduct 16 hours of this training.

Field training is conducted after the conclusion of the academy but before a recruit is allowed to patrol independently. DCJS requires a recruit to ride 160 hours with a trained, seasoned veteran. JCSO adds another 428 hours for a total of 588 hours of one on one instruction with a variety of deputies before they are assigned a post to cover alone.

In-Service training continues throughout a deputy's career. 36 subjects are listed on the JCSO curriculum, which are rotated as trainers and administration deem appropriate. Cultural Diversity/Bias Related Incidents and Sexual Harassment were refreshed and presented to all the deputies as part of in-service school this past fall. Leadership, investigative, supervisor and specialty schools are offered and attended by JCSO personnel on a frequent basis.



JCSO has transparent citizen complaint procedures. JCSO accepts personnel complaints from any one at any time. Unlike many agencies JCSO accepts “third party” complaints. ALL are investigated fully with complainants advised of the outcome. JCSO receives far more letters of support and gratitude than complaints but all forms of correspondence are welcome. Stakeholders learned that JCSO has 6 policies which govern the recording, handling, investigating and the procedures for personnel complaints. Complaints can be initiated by the public or from within our own ranks. No one is immune from scrutiny and the rules apply equally to everyone. Supervisors are expected to lead by example, including the sheriff and undersheriff.

Discussed were the policies that direct members and employees who know of misconduct by another member or employee to report those actions immediately to a supervisor. Policy 50-14-02 states “An employee of the Sheriff’s Office who is aware of, witnesses or has knowledge of any violation of federal, state, local law or departmental rule or regulation about to be committed, being committed or having been committed by another employee of the Sheriff’s Office shall immediately take action to prevent or stop such violation and notify his/her supervisor through the chain of command. Policy 50-02-02 orders the same action to the witness of a crime. The same policy lists specific strategies, tools and exercises for improving performance. Policy strategies for supervisory staff to employ on a daily basis include, but are not limited to:

- Communicate and maintain standards
- Connect performance to organizational mission and objectives
- Clarify job tasks
- Remove performance obstacles
- Pinpoint key task segments
- Job instruction training
- Visual job aids
- Reward good performance
- Create and maintain a climate where people work well together

JCSO policy goes on to identify levels of response to behavior or actions which require remedy. Including but not limited to:

- Informal observations – removing small gaps in accepted standards and actual performance
- Documentation – Coaching or counseling documentation
- Coaching – conducted to enable members to do their job better
- Counseling – demands a plan of action or solution to the issue

Supervisory Referral – Code of Conduct violations or violations of law must be reported to supervisor.

Discipline – Referred from supervisors to Sheriff/Undersheriff

Cultural Diversity, Bias Related Incidents and Sexual Harassment Training and Hate Crimes were specifically noted in the guidance. New York State Division of Criminal Justice Services Basic Course for Police Officers devotes training to these important topics. JCSO’s in-service training contains lessons and relevant information regarding these subjects as well, and Jefferson County requires all county employees to complete on-line training pertaining to these topics on a regular basis. Jefferson County has a zero tolerance policy regarding sexual harassment, updated 11/13/2018. The JCSO mission statement, code of conduct, policies and training addresses the impact of implicit bias on one’s behavior. Deputies are trained to recognize the concept and act and react appropriately. Courtesy, professionalism and respect for others is woven through all of JCSO’s training, policies and accountability. Cultural Diversity, Bias Related Incidents and Sexual Harassment training occurs in the BCPO (Basic Course for Police Officers) – regulated by DCJS. Ethical awareness and cultural diversity are included in JCSO’s current in-service curriculum.

These topics and the training aspects were discussed during the stakeholders meetings. In the “planning ahead” section of this report, a plan was developed for improving the relationships and discussions regarding some of these topics. BCPO also includes these topics and training hours.

- 3 hours Victim/Witness services
- 2 hours Elder abuse
- 6 hours persons with disabilities
- 2 crime control strategies
- 2 crime prevention
- 1 hour intoxication ...not related to DWI arrests.

Deputy Sheriffs are taught that hate crimes are civil rights violations and terrorist acts and are included in the New York State Penal Law section 485.05. JCSO complies with New York State’s requirement of reporting hate crimes by providing DCJS with monthly statistics from the records management system (Spillman), automatically through IBR (Incident Based Reporting).

Use of Force and Crowd Management were discussed at stakeholders' meetings. JCSO members are trained and certified by Municipal Police Training Council (MPTC). Based on Penal Law article 35, the Division of Criminal Justice Services (DCJS) mandates 11 hours of instruction – solely on the use of force and deadly physical force. Many other courses, including defensive tactics and firearms have use of force lessons woven in. JCSO policy is based on the DCJS model policy and there is a system of checks and balances for every use of force incident – whether there is a complaint related to it or not. All are reviewed by the direct supervisor, the Lieutenant, the Undersheriff and the Sheriff. JCSO reported and documented four incidences of use of force in 2019 and three in 2020.

The Sheriffs Emergency Response Team members (SERT) are equipped for and would be in charge if there was a necessity to deploy personnel for crowd management. An unruly protest or riot is not a situation JCSO has encountered, as these situations are more likely to occur in cities and urban areas. If JCSO were called upon to assist, all necessary personnel would be deployed with the intent of enforcing laws while respecting protestors' rights, as well as the rights of all. Although JCSO has taken advantage of the federal government's 1033 program by securing an MRAP (Mine Resistant Ambush Protected) vehicle, the policy governing its use specifies when and under what circumstances it may be used. Crowd control is not a permitted use.

De-escalation techniques are part of every reality based training scenario. MPTC defensive tactics training has recently been redesigned to reinforce decision making and communication skills in an effort to achieve voluntary compliance without the need for physical force. Training of crisis intervention skills focuses on understanding emotional crisis, mental health encounters and if possible, redirecting a person in crisis to counselors or services where their problems can be resolved outside of the court system. JCSO recognizes the value of Crisis Intervention Training (CIT).

Restorative justice practices were discussed. Restorative Justice is a response to crime that involves organizing a meeting between an offender and the victim so they share their experience of what happened, discuss who was harmed and how, and to create a consensus for what the offender can do to repair the harm. JCSO's School Resource Officer uses this practice with juvenile offenders. After discussion of this system and these practices, it was unanimous that this is outside the responsibilities and expertise of law enforcers and that JCSO will defer these meetings to professional counselors.

Problem oriented policing and hot spot policing are similar concepts involving identifying and analyzing specific crime problems and locations and targeting resources toward solving these problems. JCSO employs those concepts, in effect, by analyzing crime stats, mapping, overdose mapping, traffic violation statistics, accident statistics, complaint and calls for service frequency, etc. to assign patrols or detectives. JCSO participates in posted property, vacant home and after hour property checks, underage alcohol sale undercover operations, counter terrorism red team exercises, speed trailer deployment and undercover operations as necessary and appropriate.

Focused deterrence is a crime reduction strategy which aims to deter crime by increasing the swiftness, severity and certainty of punishment, usually directed at a specific crime problem. Law enforcement can play a role in focused deterrence, but the swiftness, severity and certainty of punishment are primarily determined by the courts. Jefferson County participation in drug court, where a member of JCSO sits, and the Bridge Program help in this endeavor.

Attention to environmental design in an attempt to reduce crime can help increase the probability that an offender will be caught. Studies show that increased probability of identification tends to deter the commission of a crime. Environmental design in the sense of creating tree lines or eliminating shrubbery is not feasible in a rural setting but better lighting in vulnerable locations, security cameras, and alarm systems can be suggested and even inspected by members of JCSO. An invitation from JCSO for home and business owners will be forthcoming to advise and suggest how physical, environmental adjustments can be made to better secure their properties.

The Executive Order guidance recommends police departments ensure that their training programs equip officers to recognize the signs of substance abuse and mental health issues and respond appropriately.

Sheriff's deputies receive 20 hours on Mental Health "Fundamental Crisis Intervention Skills for Law Enforcement." These instructors, besides being certified in general topics, must be a certified Mental Health Instructor. Crisis Intervention Team training was discussed. Overall, the goal of the project is to develop a law enforcement system that responds to mental health crisis in a way that is compassionate, understanding and respectful. Many members of JCSO participated in this training in January of 2016 and to a lesser degree (due to scheduling conflicts) in 2019. Jefferson County Community Services Office and the Sheriff's Office are

in the planning stages of offering this important and valuable training again in the fall of this year.

According to the guidance, “the program should include training and equipping officers with overdose reversal drugs like Naloxone”. Narcan has been issued to JCSO deputies since February 2016 with many successful outcomes.

The Jefferson County Sheriff’s Office is fortunate to benefit from the services of two chaplains. They are invaluable and available 24/7 for support and counseling services. JCSO has trained peer counselors within its own ranks. Three more members were assigned to 30 hours training sponsored by River Hospital just this past November which is another crisis intervention training opportunity. The New York State Police EAP program and counselors are available and have been called upon numerous times.



COMMUNITY ENGAGEMENTS

The guidance asked agencies to look at their “Community Involvement”, which was discussed at the stakeholders meetings. The Jefferson County Sheriff’s Office is extremely proud of its community outreach and the relationship with the community. Just some of the programs, events, organizations and campaigns participated in are; the United Way food pantry and Over The Edge fundraiser, Law Enforcement Torch Run for Special Olympics, Habitat for Humanity, violence awareness campaigns for the Victims’ Assistance Center, Shop with a Cop, Cub Scouts, Girl Scouts, Parades, the Jefferson County Fair, Mountain Fest and River Fest and numerous media events. JCSO hosted many CRASE Trainings (Citizens

Response to Active Shooter Events). JCSO participates in and offers Project Lifesaver which is radio based tracking system to assist in the location of people with impaired cognition who may be lost. The program also provides first responders with a basic understanding of cognitive conditions, giving them the necessary knowledge and the physical tools needed to respond to an elopement, and to assess and effectively manage the safe return of an endangered client.



JCSO offers a Child Passenger Safety Program in which trained deputy inspectors make sure child seats are in good condition and installed properly. Through a grant, JCSO is able to provide some families with brand new child seats.

JCSO participates in the Yellow Dot Program which is a free program designed to help first responders provide life-saving medical attention during that first “golden hour” after a crash or other emergency. A yellow dot decal is placed on the rear driver's side window to alert first responders to look in the glove compartment for important medical information.

JCSO participates with Students Against Destructive Decisions (SADD) and organize mock DWI crashes during prom and graduation seasons to hammer home the dangers of drinking (or texting) and driving.

Operation Safe Child is a program offered by JCSO at many events throughout the year. Tens of thousands of kids have been fingerprinted and their parents provided a card holding important information they would need in the event of a lost child, kidnapping or worse.

Community policing can be challenging for rural police agencies with hundreds of miles of responsibility but JCSO does remarkably well making personal contact with county residents on a daily basis, outside of enforcing laws. The community

policing idea works best where a police officer can be assigned to the same area in an effort to create a relationship with the members of a particular community and law enforcement. JCSO participates as much as the geography allows. School resource officers and deputies assigned to satellite stations in Cape Vincent and West Carthage help to keep community involvement at a higher level. The JCSO School Safety Program directs deputies to stop in all schools in the county on a regular basis. This also helps with face to face conversations outside of a formal complaint or investigation.



Social media is an important tool JCSO uses to stay in touch as well. Facebook followers number over 12,500 and growing every day. Crime tips, scheduled events, weather warnings and road closures are shared almost daily. JCSO receives assistance from the community identifying individuals. Both positive and negative feedback is accepted. It is the 21st century way and very useful tool to stay in touch and connected. JCSO policies govern strict adherence to professionalism attached to social media. The Sheriff's Office page is accessible to edit and administered by a detective sergeant, the public information officer and the sheriff.

RECOMMENDATIONS

Considering all that has been described, the stakeholders voiced the following;

1. The D.A.R.E. program should be considered to be brought back to the schools. Drug Abuse Resistance Education is an education program that seeks to prevent use of controlled drugs, membership in gangs, and violent behavior. It is a police officer-led series of classroom lessons that teaches children from kindergarten through 12th grade how to resist peer pressure and live productive drug and violence-free lives. The Jefferson County Sheriff's Office participated in this program 1997 through 2013. It was discontinued due to lack of funding. The Sheriff's 2022 budget proposal will include a new deputy sheriff position with the intent of reinstating this program.
2. Diversity training should be taught by diverse individuals. The discussions surrounded the fact that police officers are generally the instructors of other police officers. The Jefferson County Sheriff's Office will engage with Jefferson Community College to coordinate and incorporate civilian led *conversations* on implicit bias awareness. Having information shared with JCSO personnel from members of the public who are affected by decisions and attitudes of public servants will create a better understanding of everyone's points of view, experiences and expectations. This initiative will be added to the in-service curriculum for the fall of 2021.
3. Mental health initiatives, training and resources should be a priority of the Sheriff's Office going forward. Crisis Intervention Training, which is modeled from a pilot program for police responders in 2018 is being scheduled for later this year. A focus on referrals to services for those suffering with mental health challenges will be a priority through the cooperation of Jefferson County Community Services. Specifically discussed was the possible option or opportunity to have mental health experts respond to calls for service where appropriate. These protocols have been initiated in the past without great success, mostly due to the large geographic area JCSO covers and the length of time it takes for a mental health professionals to respond to an active scene. An on-line referral system will be the subject of future discussions and possible plans. JCSO is committed to discussing a plan to help those suffering from mental health disorders through understanding and guidance to appropriate services. Meetings to address this extremely important subject will be scheduled in the spring of 2021.

4. Cultural humility was discussed at one meeting. Due to the increasing diversity of our world and the intermixing of different cultures, the importance of cultural competence in the professional world, especially law enforcement, has become more salient. Cultural humility is a humble and respectful attitude toward individuals of other cultures that pushes one to challenge their own cultural biases, realize they cannot possibly know everything about other cultures, and approach learning about other cultures as a lifelong goal and process. This process was identified as a training opportunity for more positive, fair and understanding relationships with the people served by the Jefferson County Sheriff's Office. The Sheriff's Office has reached out to experts in this field for training and conversation opportunities, to be added to the in-service curriculum in the fall of 2021.
5. Although body worn cameras were just briefly discussed at a stakeholders meeting, the Sheriff's Office has taken the first steps toward a pilot program to learn if the cameras serve the agency's purposes, serve the public and are affordable. Pricing and details have been secured, moving toward a 2022 objective.
6. Civil Service Laws were discussed at length. NYS now requires for most competitive positions that the employer choose a candidate from the top three persons as scored on the applicable eligible list for the position. The list of tied scores can be large but eventually the employer is left with only three choices and must hire one. This rule of three applies to promotions as well but is even more limiting because only candidates that scored in the top three of a competitive exam for promotion can be considered. It almost completely eliminates the agencies' administration from considering qualified candidates who fall below that level and diversifying the supervisory ranks of an agency. Although overall qualifications are *the* deciding factor in the hiring process, the need for diversity in police agencies is obvious and paramount. NYS Civil Service requirements limit the possibility of considering candidates who would benefit a police agency with diverse perspectives. Statewide conversations are currently taking place to resolve these barriers.

This final report will be considered by the Jefferson County Board of Legislators on March 30, 2021; and along with the corresponding resolution, will be filed with New York State by April 1, 2021 as required by Executive Order 203.

APPENDIX

COMMUNITY STAKEHOLDERS

Anita Seefried-Brown, Alliance for Better Communities Project Director

Brian McDermott, Jefferson County Undersheriff

Jeffrey E. Smith, Pastor of First Baptist Church of Watertown

Jennifer L. Premo, Carthage Central School District Superintendent

Julie Hutchins, Jefferson County Public Defender

Linda Dittrich, Jefferson Community College Math Science Health & Tech
Division Associate VP

Patricia L. Dziuba, Jefferson County Chief Assistant District Attorney

Phillip N. Reed Sr, Jefferson County Legislator

Sam Purington, Volunteer Transportation Center Executive Director

Scott M. Burto, West Carthage Mayor

Steven C. Wood, Black River/Evans Mills Police Department Chief

Tammy Kitto, Community Action Planning Council

Timothy Ruetten, Jefferson County Community Services Director

Todd O'Brien, Jefferson County Deputy Sheriff Sergeant

Convener: Scott Gray, Jefferson County Board of Legislators Chairman

Presenter: Colleen O'Neill, Jefferson County Sheriff



COMMUNITY SURVEY

On December 11, 2020 Chairman Scott Gray invited the public to participate in a public safety survey as part of this reform and reinvention initiative. The survey was announced to the media and the link was made available until January 5, 2021. Of the 395 people who participated in the survey, 17.8% of those who responded to the question to indicate where they lived, answered the City of Watertown. There was equal participation between males and females. 88.4% reported their race to be white, 1.2% non-white and 10.4% preferred not to answer. Ages ranged from 18 to over 70 with the largest group 50 – 59 years old.

In general the results were wide ranging but drug abuse was by far the most concerning problem and safety issue for Jefferson County residents. 88.4% of the respondents believe that JCSO deputies treat people fairly “somewhat” to “a great extent”, and 85.3% responded similarly that JCSO deputies show concern for community members. The vast majority of responders reported that JCSO deputies are respectful and are trusted. Survey responses are provided on the following pages.

Future surveys will be coordinated by the Center for Community Studies at Jefferson Community College with the goal of securing community response representative of the community JCSO serves.

Jefferson County Sheriff's Office Survey on Public Safety and Law Enforcement

% RESPONSES NOTED BELOW- Many respondents skipped some questions.

Community Involvement

1. To what extent does the Jefferson County Sheriff's Office (JCSO) develop relationships with community members (e.g. residents, organizations, and groups)?

<input type="checkbox"/> Not at all	<input type="checkbox"/> A little	<input type="checkbox"/> Somewhat	<input type="checkbox"/> A lot	<input type="checkbox"/> To a great extent
15	16	25	21	23

2. To what extent does the JCSO regularly communicate with community members (e.g. website, e-mails, or public meetings)?

<input type="checkbox"/> Not at all	<input type="checkbox"/> A little	<input type="checkbox"/> Somewhat	<input type="checkbox"/> A lot	<input type="checkbox"/> To a great extent
15	20	26	23	17

3. To what extent does the JCSO make it easy for community members to provide input (e.g. comments, suggestions, and concerns)?

<input type="checkbox"/> Not at all	<input type="checkbox"/> A little	<input type="checkbox"/> Somewhat	<input type="checkbox"/> A lot	<input type="checkbox"/> To a great extent
19	21	27	18	15

4. To what extent does the JCSO work together with community members to solve problems?

<input type="checkbox"/> Not at all	<input type="checkbox"/> A little	<input type="checkbox"/> Somewhat	<input type="checkbox"/> A lot	<input type="checkbox"/> To a great extent
16	18	21	25	20

5. Community policing involves the JCSO working with the community to address the causes of crime in an effort to reduce criminal behavior through a wide range of activities. Based on this definition, to what extent do you think the JCSO practices community policing?

<input type="checkbox"/> Not at all	<input type="checkbox"/> A little	<input type="checkbox"/> Somewhat	<input type="checkbox"/> A lot	<input type="checkbox"/> To a great extent
15	23	18	22	22

Safety

6. Please select the three issues you think are the greatest problems within your community:
TOP THREE: Drug Abuse; Domestic Violence-adult; Driving under the influence-alcohol or drugs

- Burglaries/thefts (auto)
- Burglaries/thefts (residential) assault
- Child abuse
- Child sexual predators/internet safety safety
- Disorderly conduct/public Intoxication/noise violations
- Disorderly youth (cruising/gathering)
- Domestic violence (adult)
- Driving under the influence (alcohol or drugs)
- Other (please write in):
- Drug abuse (manufacture, sale, or use of illegal/prescription drugs)
- Fraud/identity theft
- Gang activity
- Gun violence
- Hate crimes
- Homeland security problems
- Homeless or transient problems
- Homicide
- Mugging
- Physical assault
- Prostitution
- School (bullying, fighting or weapons)
- Sexual assault/rape (adult)
- Traffic issues/residential speeding
- Underage drinking
- Vandalism/graffiti

7. To what extent do you feel safe in your community when you are outside alone during the **day**?

- Not at all
2
- A little
4
- Somewhat
20
- A lot
33
- To a great extent
42

8. To what extent do you feel safe in your community when you are outside alone during the **night**?

- Not at all
11
- A little
15
- Somewhat
29
- A lot
28
- To a great extent
18

9. Over the last 12 months, to what extent have your feelings of safety in your community increased, decreased, or stayed the same?

- Decreased a lot
10
- Decreased some
24
- Stayed the same
57
- Increased some
6
- Increased a lot
3

10. If your feelings of safety have changed, please explain why:

Procedural Justice

11. To what extent do JCSO deputies treat people fairly?

Not at all A little Somewhat A lot To a great extent
4 8 22 37 29

12. To what extent do JCSO deputies show concern for community members?

Not at all A little Somewhat A lot To a great extent
5 10 22 35 28

13. To what extent are JCSO respectful?

Not at all A little Somewhat A lot To a great extent
5 9 18 37 31

14. To what extent is the JCSO responsive to concerns of community members?

Not at all A little Somewhat A lot To a great extent
6 11 27 30 26

15. To what extent do you trust the JCSO?

Not at all A little Somewhat A lot To a great extent
9 5 17 31 38

16. If you had contact with a JCSO deputy during the past 12 months, to what extent did the deputy sufficiently explain his/her actions and procedures?

Not at all A little Somewhat A lot To a great extent
7 4 5 7 24

Performance

17. To what extent is the JCSO effective at proactively preventing crime?

Not at all A little Somewhat A lot To a great extent
9 14 37 25 15

18. To what extent is the JCSO addressing the problems that really concern you?

Not at all A little Somewhat A lot To a great extent
12 13 33 25 17

19. To what extent are you satisfied with the overall performance of the JCSO?

Not at all A little Somewhat A lot To a great extent
7 10 24 30 29

Contact and Satisfaction

How many times in the past 12 months have you had contact with the Jefferson County Sheriff's Office for:

20. **Traffic issues** (e.g. citation, warning, or vehicle crash)?

<input type="checkbox"/> 0 times	<input type="checkbox"/> 1-2 times	<input type="checkbox"/> 3-4 times	<input type="checkbox"/> 5-6 times	<input type="checkbox"/> 7 or more times
83	14	1	0	2

21. If 1 or more times, to what extent are you satisfied with your interaction(s) with the JCSO for **traffic issues**?

<input type="checkbox"/> Very dissatisfied	<input type="checkbox"/> Dissatisfied	<input type="checkbox"/> Neither satisfied nor dissatisfied	<input type="checkbox"/> Satisfied	<input type="checkbox"/> Very satisfied
9	6	43	16	26

22. **Emergency calls**

<input type="checkbox"/> 0 times	<input type="checkbox"/> 1-2 times	<input type="checkbox"/> 3-4 times	<input type="checkbox"/> 5-6 times	<input type="checkbox"/> 7 or more times
79	17	2	1	2

23. If 1 or more times, to what extent are you satisfied with your interaction(s) with the JCSO for **emergency calls**?

<input type="checkbox"/> Very dissatisfied	<input type="checkbox"/> Dissatisfied	<input type="checkbox"/> Neither satisfied nor dissatisfied	<input type="checkbox"/> Satisfied	<input type="checkbox"/> Very satisfied
6	2	41	14	36

24. **Non-emergency calls** (e.g. to report a crime or suspicious activity)?

<input type="checkbox"/> 0 times	<input type="checkbox"/> 1-2 times	<input type="checkbox"/> 3-4 times	<input type="checkbox"/> 5-6 times	<input type="checkbox"/> 7 or more times
79	17	1	1	2

25. If 1 or more times, to what extent are you satisfied with your interaction(s) with the JCSO for **non-emergency calls**?

<input type="checkbox"/> Very dissatisfied	<input type="checkbox"/> Dissatisfied	<input type="checkbox"/> Neither satisfied nor dissatisfied	<input type="checkbox"/> Satisfied	<input type="checkbox"/> Very satisfied
11	5	37	18	29

26. **Other interactions** (e.g. attend a community meeting or talk to a deputy on patrol)?

<input type="checkbox"/> 0 times	<input type="checkbox"/> 1-2 times	<input type="checkbox"/> 3-4 times	<input type="checkbox"/> 5-6 times	<input type="checkbox"/> 7 or more times
55	25	11	2	7

27. If 1 or more times, to what extent are you satisfied with your interaction(s) with the JCSO for **other interactions**?

- | | | | | |
|--|---------------------------------------|--|------------------------------------|---|
| <input type="checkbox"/> Very dissatisfied | <input type="checkbox"/> Dissatisfied | <input type="checkbox"/> Neither satisfied
nor dissatisfied | <input type="checkbox"/> Satisfied | <input type="checkbox"/> Very satisfied |
| 4 | 4 | 24 | 21 | 47 |

Demographics # RESPONSES NOTED BELOW- Many respondents skipped some questions.

28. Please indicate which Town (or City) you live in:

- | | | |
|---|---|---|
| <input type="checkbox"/> Town of Adams 33 | <input type="checkbox"/> Town of Henderson 2 | <input type="checkbox"/> Town of Rodman 5 |
| <input type="checkbox"/> Town of Alexandria 4 | <input type="checkbox"/> Town of Hounsfield 13 | <input type="checkbox"/> Town of Rutland 9 |
| <input type="checkbox"/> Town of Antwerp 3 | <input type="checkbox"/> Town of LeRay 15 | <input type="checkbox"/> Town of Theresa 11 |
| <input type="checkbox"/> Town of Brownville 23 | <input type="checkbox"/> Town of Lorraine 5 | <input type="checkbox"/> Town of Watertown 25 |
| <input type="checkbox"/> Town of Cape Vincent 8 | <input type="checkbox"/> Town of Lyme 13 | <input type="checkbox"/> Town of Wilna 20 |
| <input type="checkbox"/> Town of Champion 10 | <input type="checkbox"/> Town of Orleans 38 | <input type="checkbox"/> Town of Worth 1 |
| <input type="checkbox"/> Town of Clayton 12 | <input type="checkbox"/> Town of Pamelaia 9 | <input type="checkbox"/> City of Watertown 58 |
| <input type="checkbox"/> Town of Ellisburg 11 | <input type="checkbox"/> Town of Philadelphia 2 | |

29. How many years have you lived there? *Very few answered this question.*

30. What is your gender?

- | | | |
|---------------------------------|-------------------------------|---|
| <input type="checkbox"/> Female | <input type="checkbox"/> Male | <input type="checkbox"/> Prefer not to answer |
| 155 | 154 | 21 |

31. Are you Hispanic or Latino?

- | | | |
|------------------------------|-----------------------------|---|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Prefer not to answer |
| 2 | 300 | 24 |

32. What is your race?

- | | | | | |
|--|--|---|--|--------------------------------|
| <input type="checkbox"/> Asian or Asian-American | <input type="checkbox"/> Black or African-American | <input type="checkbox"/> Native American or Alaska Native | <input type="checkbox"/> Native Hawaiian or other Pacific Islander | <input type="checkbox"/> White |
| 0 | 4 | 0 | 0 | 289 |
| <input type="checkbox"/> Prefer not to answer 34 | | | | |

33. What is your age group?

<input type="checkbox"/> 17 years or younger	0	<input type="checkbox"/> 50-59 years	78
<input type="checkbox"/> 18-29 years	26	<input type="checkbox"/> 60-69 years	67
<input type="checkbox"/> 30-39 years	67	<input type="checkbox"/> 70 years or older	22
<input type="checkbox"/> 40-49 years	48	<input type="checkbox"/> Prefer not to answer	22

34. Additional comments (optional):

PUBLIC RESPONSE TO DRAFT PLAN

A draft form of this report was respectfully submitted by Sheriff Colleen M. O’Neill to the entire Jefferson County community. It was intended to spark conversations from every and all citizens of Jefferson County and provide an opportunity to participate in this process. Two community discussion events were held and a specific email for the purposes of community interaction and feedback to this plan was posted on the sheriff’s website. Paper copies were made available to the public at the Sheriff’s record’s desk and the entire draft plan was published on the Sheriff’s website. Listening sessions and “where to find” the plan were announced by Sheriff O’Neill and Chairman Gray on the Jefferson County web site, in the local newspaper, on the local digital news source and on the local network news. Suggestions, comments, ideas, positive and negative feedback were welcomed.

Stakeholders had an opportunity to discuss the draft. The following was considered:

There was a concern presented that the New York State Police was not, to the stakeholders’ knowledge, required to participate in the police reform process. Since deputies and troopers do essentially the same job, respond to the same calls and interact with the same community, it was expressed that the NYSP would benefit from this police reform process as much as any other law enforcement agency.

It was recommended that a link be available on the Sheriff’s website for complaints against personnel.

A suggestion was made that targeted implementation dates be added to the reform plan.

The community discussions supported the plan to reinstate the D.A.R.E. program, to attempt to find funding and time for C.I.T. training, and an offer was made to coordinate Neighborhood Watch activities with the Sheriff's Office.

The emails and letters received are summarized here:

One individual thought diversity was a waste of taxpayers' money because for "every three white guys arrested, you let one black guy go".

One writer was concerned that deputies are hired "right out of high school" without enough education or experience.

One thought personnel should be cut by half, deputies no longer issued firearms, put an end to drug investigations and completely stop responding to medical assistance calls for service, especially mental health calls.

One writer thought the investment in body worn cameras is worth the cost.

Two writers wrote that they were pleased that this process was underway, even though they stated that they thought the Sheriff's Office was professional, courteous and compassionate.

Two comments pertained to the overlap of police and mental health services and the need for cooperation and collaboration in that area.

JEFFERSON COUNTY BOARD OF LEGISLATORS

Resolution No. 81

Adopting Jefferson County Plan for Operations in the Event of a Public Health
Emergency Involving a Communicable Disease

By Legislator: Daniel R. McBride

Whereas, New York State amended Labor Law Section 27-c to require every local public employer to develop a plan for operations in the event of a public health emergency involving a communicable disease, and

Whereas, Jefferson County prepared such a plan and shared it with all applicable duly recognized bargaining units with the opportunity to review it and make recommendations, and

Whereas, The units did not offer any recommendations.

Now, Therefore, Be It Resolved, That the Board of Legislators hereby adopts the plan attached.

Seconded by Legislator: Robert W. Cantwell, III

State of New York)
) ss.:
County of Jefferson)

I, the undersigned, Clerk of the Board of Legislators of the County of Jefferson, New York, do hereby certify that I have compared the foregoing copy of Resolution No. _____ of the Board of Legislators of said County of Jefferson with the original thereof on file in my office and duly adopted by said Board at a meeting of said Board on the _____ day of _____, 20____ and that the same is a true and correct copy of such Resolution and the whole thereof.

In testimony whereof, I have hereunto set my hand and affixed the seal of said County this _____ day of _____, 20____.

Clerk of the Board of Legislators

**JEFFERSON COUNTY
PLAN FOR OPERATIONS
IN THE EVENT OF A
PUBLIC HEALTH EMERGENCY
INVOLVING A
COMMUNICABLE DISEASE**

This plan has been developed in accordance with the amended New York State Labor Law section 27-c.
This plan has been developed with the input of CSEA, Local 1000 AFSCME, AFL-CIO, Jefferson County Sheriff's Association, Local 3928 Security and Law Enforcement Employees Council 82, AFSCME, AFL-CIO and Jefferson County Sheriff's Employees, Local 3089 Security and Law Enforcement Employees Council 82, AFSCME, AFL-CIO, as required by the amended New York State Labor Law.

No content of this plan is intended to impede, infringe, diminish or impair the rights of Jefferson County and its employees under any law, rule, regulation or the rights and benefits which accrue to employees through collective bargaining agreements.

This plan has been approved in accordance with requirements applicable to Jefferson County.

As the authorized official of Jefferson County, I hereby attest that this plan has been developed, approved and placed in full effect in accordance with S01295/A00980 which amends New York State Labor Law section 27-c.

Date: _____

Signature: _____
Scott Gray, Chairman of the Board of Legislators

Board of Legislators Resolution No. _____ of _____

This plan is exclusively for and is applicable to Jefferson County. This plan is pertinent to a declared public health emergency, involving a communicable disease, in the State of New York which may impact government operations.

The plan was developed based on best practices, and guidance available largely as a result of the Coronavirus pandemic. The plan is intended to provide guidance for future public health emergencies involving a communicable disease.

PLANNING EXPECTATIONS

- **Communication.** Internal and external communication will be critical to success.
- **Flexibility.** Recognize there may not be a one size fits all approach, and flexibility is key.
- **Increased Fiscal Stress.** While the magnitude of a future event is unknown, it is assumed all levels of government and the economy will be under significant fiscal stress. As a result, departments must strategize and plan for the reduction of revenue streams and potential for staff reductions.
- **Organizational Structure.** Organizational structures may need to be changed to provide proper supervision and oversight in the new environment.
- **Iterative.** The planning process is not a one-time process. Rather, it is an iterative process that will be continued on an ongoing basis, as the situation evolves and additional information is obtained.
- **Priorities.** There likely will be a constant shift in resource priorities, based on new information.
- **Public Health Guidance.** Public Health guidance will be provided by the Department of Public Health.
- **Social Distancing and PPE.** Social distancing and use of Personal Protective Equipment - PPE (i.e. masks, gloves, etc.) will be required. PPE for the employees will be provided as needed.
- **Workflows.** Reevaluate all workflows to identify new ways of working, new online services, use of new technology to automate processes.
- **Working Remote.** Working remotely may be required for some employees and should be maximized where appropriate to reduce density in the work place.

IDENTIFICATION AND DESCRIPTION OF ESSENTIAL POSITIONS

When confronting events that disrupt normal operations, Jefferson County is committed to ensuring that the essential functions of the County will be continued. For the purposes of this plan, an “essential employee” shall refer to a designation made that a public employee is required to be physically present at a worksite to perform his or her job. Essential employee and non-essential employee designations may be changed at any time in the sole discretion of Jefferson County.

The essential employees for Jefferson County have been identified as:

DEPARTMENT	POSITION	DESCRIPTION
AIRPORT	AIRPORT MANAGER	Responsible for the overall management of all airport activities.
	AIRPORT FISCAL & OPERATIONS MANAGER	Assist Airport Manager in airport operations and responsibility for financial accounting system. Ensure appropriate service to airport users and security coordination including issuing credential for aviation workers.
	SR. AIRPORT MAINTENANCE MECHANIC	Supervise and participate in a wide variety of skilled work maintaining airport runways, equipment, buildings and adjacent grounds. Required for crash rescue and maintenance work including any snow removal.
	AIRPORT MAINTENANCE MECHANIC II	Supervise a crew of maintenance staff and participate in operation of vehicles to maintain airport runways, equipment, buildings and adjacent grounds. Required for crash rescue and maintenance work including any snow removal.
	AIRPORT MAINTENANCE MECHANIC	Participate in a wide variety of skilled and semi-skilled work including operation of vehicles in maintaining airport runways, buildings, aircraft and adjacent grounds. Required for crash rescue and maintenance work including aircraft fueling and snow removal.
	CLEANER	Routine and repetitive physical work involving the performance of building cleaning and related tasks.
BUILDINGS	SUPERINTENDENT BUILDINGS & GROUNDS	Responsible for overall maintenance, upkeep and security of County owned buildings and grounds (except for JCC).
	BUILDINGG MAINTENANCE MECHANIC	Participate in wide variety of skilled and semi-skilled work.
	SENIOR BUILDING GUARD	Provide security.
	BUILDING GUARD	
CUSTODIAN	Provide buildings & grounds upkeep, including sidewalk snow removal.	
CODE ENFORCEMENT	DIRECTOR OF CODE ENFORCEMENT	Supervise department and employees, perform building code inspections, issue permits and enforce NYS Fire Prevention and Building Code.
	CODE ENFORCEMENT OFFICER	Perform building code inspections, issue permits and enforce NYS Building Code.
	SENIOR ACOUNT CLERK	Perform clerical and administrative duties. Provide basic information to public. Does other related office support duties.

COMMUNITY SERVICES	DIRECTOR OF COMMUNITY SERVICES	Supervise mental health, developmental disabilities and substance abuse services in the County.
	SENIOR ACCOUNT CLERK	Ensure office coverage and process required documents.
COUNTY ADMINISTRATION	COUNTY ADMINISTRATOR	Serve as Clerk of the Board of Legislators. Ensure continuity of operations of all county departments and services.
	CONFIDENTIAL SECRETARY	Support all functions of Administration office. Coordinate response to requests, file required documents and assist in ensuring continuity of operations.
COUNTY ATTORNEY	COUNTY ATTORNEY	Provide legal counsel to Jefferson County.
	CONFIDENTIAL SECRETARY	Support all functions of County Attorney's office.
COUNTY CLERK	COUNTY CLERK	Maintain County land records, court records and supervises DMV.
	MOTOR VEHICLE SUPERVISOR	DMV Supervisor <i>Note: If State DMV is closed the employees would be non-essential.</i>
	SENIOR MOTOR VEHICLE CLERK	Responsible for maintaining DMV responsibilities in the absence of the DMV Supervisor. <i>Note: If State DMV is closed the employees would be non-essential.</i>
	MOTOR VEHICLE CLERK	All DMV transactions are performed on State run computers programs/systems. These are complicated transactions that take months of training to learn with special permissions to acquire access to these systems. <i>Note: If State DMV is closed the employees would be non-essential.</i>
DISTRICT ATTORNEY	DISTRICT ATTORNEY	Responsible for the investigation and prosecution of all crimes and offenses committed in the County.
	PRINCIPAL STENOGRAPHER	Support all functions of the District Attorney's office.
DOG CONTROL	SENIOR DOG CONTROL OFFICER	Responsible for maintaining and cleaning county dog shelter and kennels, retrieve loose dogs and bring to shelter, respond to dog bite complaints.
	DOG CONTROL OFFICER	
ELECTIONS	COMMISSIONER OF ELECTIONS	This is a bi-partisan office and employees are considered essential during an election cycle as indicated by the official State Board of Election calendar. During non-election cycles these employees would move to a remote work schedule.
	DEPUTY COMMISSIONER	
	REGISTRATION CLERK	
	VOTING MACHINE TECHNICAN	
EMPLOYMENT & TRAINING	DIRECTOR OF EMPLOYMENT & TRAINING	Provide comprehensive training and employment services for local residents.
	PRINCIPAL ACCOUNT CLERK	Support all financial and clerical functions of Employment & Training.
FIRE & EMERGENCY MANAGEMENT SERVICES	DIRECTOR OF FIRE & EMS	This department is a 24/7 mandatory running operation that includes the 911 Dispatch center.
	DEPUTY DIRECTOR	
	TECHNICAL COMMUNICATIONS OFFICER	
	SENIOR DISPATCHER	
	DISPATCHER	
	SECRETARY	
HIGHWAY	SUPERINTENDENT OF COUNTY HIGHWAYS	Physical presence required for supervision of highway department and recycling department.
	BRIDGE CONSTRUCTION & MAINTENANCE SUPERVISOR	Maintenance and construction of bridges when needed.

	AUTO MECHANIC FOREPERSON	Service and repair of all county owned motor vehicles and equipment as needed.
	HEAD AUTOMOTIVE MECHANIC	
	AUTO MECHANIC II	
	AUTO MECHANIC I	
	MEO I MEO II	Maintenance of County roads and County owned parking lots when needed.
	SR SIGN MAINTENANCE PERSON	Erection and maintenance of traffic signs and traffic control devices when needed.
	SR ACCOUNT CLERK	Process payroll, customer service, billing and auditing functions.
HUMAN RESOURCES	DIRECTOR OF HUMAN RESOURCES	Provide assistance to County, Towns, Schools, Village and Special Districts regarding Civil Service matters. Responsible for personnel and labor relations services to Jefferson County government.
INFORMATION TECHNOLOGY	DIRECTOR OF INFORMATION TECHNOLOGY	Supervision of department and to conduct work on computer servers.
	MICRO-COMPUTER TECHNICIAN	Make necessary on-site computer repairs and to set up new computers as needed.
	ACCOUNT CLERK-TYPIST	Process payroll and process/audit departmental payments.
INSURANCE & SAFETY	DIRECTOR OF INSURANCE	Responsible for general risk management and liability, Unemployment Insurance, administration of Self-Insured Workers' Compensation Plan and Self-Funded Health Benefit Plan and coordination of Safety function.
OFFICE FOR THE AGING	DIRECTOR OF OFFICE FOR THE AGING	Responsible to oversee aging and nutrition services and general administration including budget and accounting.
	SPECIALIST, SERVICES FOR THE AGING	Assist clients with vision or hearing issues, respond to phone, mail and fax communication.
PROBATION	PROBATION DIRECTOR	Responsible for supervision of department and staff, approval and signature of paperwork produced by Probation Officers.
	PROBATION SUPERVISOR	
	PRINCIPAL CLERK	Receive probationer restitution payments, issue department checks and pay service providers and vendors, processes bank deposits.
	PRINCIPAL STENOGRAPHER	Administrative and clerical duties.
PUBLIC DEFENDER	PUBLIC DEFENDER	Provide criminal defense services for indigent defendants in Jefferson County Court, State Parole Revocation Hearings, City and local courts in the County.
	CONFIDENTIAL SECRETARY	Support all functions of the Public Defender's office.
PUBLIC HEALTH	<u>ADMINISTRATION, PLANNING, PH EMERGENCY COORDINATION</u>	Ensure and co-ordinate continuity of Public Health operations necessary to respond to the pandemic: Oversight of case investigation, contact tracing, follow-up, treatment and vaccination; Required reporting and public information. Staff Emergency Operations Center if activated.
	DIRECTOR OF PUBLIC HEALTH	
	PH EMERGENCY PREPAREDNESS COORDINATOR	
	HEALTH PLANNER	
	PUBLIC HEALTH EDUCATOR	

	<u>CHHA & PREVENTIVE SERVICES</u>	Pandemic case investigation, contact tracing, follow-up, treatment and vaccination; Continuity of services to Level I home care patients & Category I home visits and response to referrals; Continuing other disease surveillance & treatment, and required reporting.
	DIRECTOR OF PATIENT SERVICES	
	NURSE PRACTITIONER	
	SUPERVISING PUBLIC HEALTH NURSE	
	PUBLIC HEALTH NURSE	
	REGISTERED PROFESSIONAL NURSE	
	LICENSED PRACTICAL NURSE	
	PHYSICAL THERAPIST	
	PHYSICAL THERAPY ASSISTANT	
	ASSOCIATE OCCUPATIONAL THERAPIST	
	PUBLIC HEALTH SOCIAL WORKER	
	NUTRITIONIST	
	HOME HEALTH AIDE	
	<u>ACCOUNTING & OTHER SUPPORT</u>	
	PUBLIC HEALTH FISCAL DIRECTOR	
	PRINCIPAL ACCOUNT CLERK	
	SENIOR ACCOUNT CLERK	
	ACCOUNT CLERK	
	ACCOUNT CLERK-TYPIST	
	TYPIST	
	SENIOR SECRETARY	
	SECRETARY	
	SENIOR CLERK	
	<u>EMERGENCY MEDICAL SERVICES</u>	Emergency response and coordination; support all response agencies; staff Emergency Operations Center if activated.
	DIRECTOR OF EMS	
	EMS TRAINING COORDINATOR	
	<u>MEDICAL EXAMINER</u>	Scene investigations, autopsies, filing death certificates and other required reporting; release of decedents.
	MEDICAL EXAMINER	
	MEDICAL INVESTIGATOR	
PURCHASING	PURCHASING AGENT	Receive essential purchasing orders and distribute to appropriate departments and vendors.
REAL PROPERTY	TAX MAP TECHNICIAN	Manually updating the work set of tax maps. Interpret and Transfer ownership of property based upon deeds. Review, approve and accept any fees associated with subdivision map filings.
	TYPIST	Administrative and clerical duties of the department. Support Tax Map Technicians as needed.
RECYCLING AND WASTE MANAGEMENT	WORKING FOREPERSON	Oversee the daily operations of the Recycling Center.
	MEO II	Complete necessary tasks for operation of the Recycling Center.
	MEO I	
	PRINCIPAL ACCOUNT CLERK	Daily customer service, billing and auditing functions. General office operations.
ACCOUNT CLERK		
SHERIFF ROAD PATROL	SHERIFF	The Sheriff's department and the jail complex are 24/7 operations that must be maintained.
	UNDERSHERIFF	
	DEPUTY SHERIFF LIEUTENANT	
	DEPUTY SHERIFF SERGEANT	
	DEPUTY SHERIFF DETECTIVE	
	DEPUTY SHERIFF	
	PRINCIPAL ACCOUNT CLERK	
	SENIOR ACCOUNT CLERK	
	SENIOR SECRETARY	

	SECRETARY	
	TYPIST	
SHERIFF JAIL	CORRECTION LIEUTENANT	
	CORRECTION SERGEANT	
	CORRECTION OFFICER	
	HEAD COOK	
	COOK	
	JAIL PHYSICIAN	
	PHYSICIAN'S ASSISTANT	
	REGISTERED PROFESSIONAL NURSE	
	LICENSED PRACTICAL NURSE	
	SECRETARY	
SOCIAL SERVICES	MANAGEMENT	Provide administrative oversight of all agency programs and supportive services integral to agency operations.
	COMMISSIONER OF SOCIAL SERVICES	
	CONFIDENTIAL SECRETARY	
	ACCOUNTING	Process all types of payments, performing checks and balances, payroll processing. Grant administration oversight and supportive services including Shelter plus Care housing and other grants.
	DIRECTOR OF ADMINISTRATIVE SERVICES	
	ACCOUNTING SUPERVISOR	
	SENIOR ACCOUNT CLERK	
	ACCOUNT CLERK	
	SERVICES	Provide services to vulnerable children and adults to ensure their health and safety as mandated by Social Services Law and NYCRR.
	DIRECTOR OF SOCIAL SERVICES	
	CASE SUPERVISOR, GRADE A	
	SECRETARY	
	COMMUNITY SERVICE WORKER	
	LEGAL	Services regarding child abuse and neglect, adult guardianship and Family Court. Supportive services essential to legal department operations.
	SENIOR COMMUNITY SERVICE WORKER	
	TYPIST	
	CLERK	
	PUBLIC ASSISTANCE	Financial Assistance program including applicant intake and determination of eligibility; interviewing recipients for benefit renewal and processing changes. Benefits are essential to ensure that individuals in need have access to housing, food and medical care.
	DIRECTOR OF INCOME MAINTENANCE	
	COMMUNITY SERVICE WORKER	
	SOCIAL WELFARE EXAMINER	
	SR DATA ENTRY MACHINE OPERATOR	
	DATA ENTRY MACHINE OPERATOR	
	ACCOUNT CLERK	
	CLERK	
	TYPIST	
	IT & MASTERFILE	All aspects of computer hardware and software required for ongoing operations of DSS.
	MICRO-COMPUTER TECHNICIAN	
	COMMUNITY SERVICE WORKER	
	CHILD SUPPORT	Establishment and enforcement of child support which is meant to maintain a child's (or children's) living standards and ensure all of their basic needs are met.
CHILD SUPPORT COORDINATOR		
SUPPORT INVESTIGATOR		
SENIOR ACCOUNT CLERK		
ACCOUNT CLERK		
TYPIST		
TREASURER	COUNTY TREASURER	Chief Fiscal Officer of the County and is responsible for collecting, disbursing and investing money belonging to the County and related accounting.

	SENIOR ACCOUNT CLERK	Receive payments, field questions from the public and review incoming mail/email.
VETERANS	DIRECTOR OF VETERANS SERVICES	Assist members of the Armed Forces and veterans, and their families.

TELECOMMUTING PROTOCOL FOR NON-ESSENTIAL EMPLOYEES

Designation as Non-Essential

Non-essential employees {as defined under Labor Law 27-c(1)}, are those full-time public employees that are not required to be physically present at a work site to perform their jobs, but instead can perform some or all of their duties at home, and as determined by the employer.

Jefferson County will determine which employees are non-essential, in its sole discretion, during a state disaster emergency involving a communicable disease. To be determined as non-essential, an employee must be capable of performing their regular duties remotely on either a full-time or part-time basis.

Work Schedule

The affected department heads, or their designees, shall meet with each non-essential employee in their department to determine an appropriate work schedule, to include determining whether such schedule is to be part-time or full-time, and the duties to be performed by the employee within the scope of their position/title. The department head or his/her designee shall make the final determination as to work schedule to be implemented and the tasks to be performed by the employee.

For those employees that are provided with a part-time work schedule, the remainder of the employee's work hours shall be performed at the employee's regular work-site but only if such employee is deemed "essential" by the department head, i.e., employee required to be physically present at regular work site to perform duties. The department head, or his/her designee, shall determine the number of hours, times and days that such employee is to be present at the regular work site.

The employee's work schedule shall not exceed the number of work hours that the employee would otherwise work if performing his/her duties at their regular work-site, to include any overtime, and as allowed under the applicable collective bargaining agreement or management/management confidential employee policy.

The department head may terminate an employee's designation as a non-essential employee at any time in his/her sole discretion, to include both full-time and part-time designations, and instead designate such employee as "essential", i.e., required to be physically present at his/her regular work site. The County's ability to terminate and re-designate an employee's status as essential or non-essential shall not be limited and the County may exercise such authority as many times as is deemed necessary by the County in its sole discretion to meet the needs of the particular employee's department.

Pay; Mileage

Employees who work remotely will be paid for hours worked at their regular rate of pay. Overtime, while working remotely, must be approved in advance by the employee's department head, or his/her designee, in accordance with the regular practice of the County. Employees that are able to utilize the MUNIS time keeping system from their computer or cell phone will record their daily work hours through the MUNIS system. Employees that are unable to do so will record their daily work hours on time sheets and submit their time sheets bi-weekly in accordance with County payroll deadlines.

All time spent traveling to and from the employee's home to the employee's regular worksite will be treated as regular commuting time and will not be counted as hours worked, nor will the employee's mileage be reimbursed for such travel.

Work Breaks

Employees are required to take rest and meal breaks per New York State Labor Law and applicable collective bargaining agreement.

Technology

The department head, or his/her designee, shall determine the types of electronic equipment and/or other technology required for each employee to perform his/her duties from a remote location such as laptop computers, personal desktop computers, County cell phones, and the forwarding/transfer of telephone calls from the employee's work telephone to his/her personal cell phone or land line home telephone.

The department head, or his/her designee, shall be responsible for arranging for the appropriate electronic equipment and other technology to be utilized by each employee, in cooperation with the County's Information Technology Department. All such electronic devices and technology are the property of the County and may be discontinued or retrieved at any time in the sole discretion of the department head, and in consultation with the County's Information Technology Department if necessary.

Employees are responsible for keeping all County owned electronic equipment in a secure location so as to prevent other persons from having access to such equipment and to safeguard the equipment from being damaged. Such electronic equipment and other technology provided to the employee is to be used solely in the performance of official duties and is not intended for personal use whatsoever by the employee or any other person.

Employees are responsible for maintaining their own internet service and telephone service at their own expense. The County will not reimburse the employee for the cost of these services or for any damages to the employee's personal electronic devices.

Injuries/Property Damage

Workers Compensation benefits will apply only to injuries arising out of and in the course of employment as defined by New York State Workers Compensation Law. The employee must report any such work related injuries to their supervisor or department head immediately. The employee must allow inspection of the employee's work area(s), home office or other relevant location to be conducted by the County or its agent if a job-related incident, accident or injury has occurred. The County is not responsible for any loss, damage or destruction to property, or for any injury or loss to third parties at the approved telecommuting worksite.

Confidentiality

All confidential and proprietary information, data and documents provided to, or made or compiled by, the telecommuting employee are the exclusive property of the County and shall not be disclosed to any unauthorized person, company or any other entity. Employees are prohibited from using such information, data and documents for personal gain or profit. Employees shall return any such property to the County upon cessation of telecommuting and shall not retain any copies thereof at the telecommuting site.

PROTOCOL FOR REDUCING DENSITY AT WORKSITES

Jefferson County Employees are located within nine separate county buildings, which allows for greater social distancing and limits the risks to essential employees working within each of these buildings.

Jefferson County Office Building (175 Arsenal Street, Watertown, NY 13601)

Typical Work Hours: Monday – Friday 8:00am – 5:00pm

Board of Elections	Human Resources	Probation
Code Enforcement	Information Technology	Public Defender
Community Services	Insurance	Real Property
County Attorney	Office for the Aging	Treasurer
County Clerk	Planning	Veterans Service Agency
District Attorney		

Jefferson County Historic Courthouse (195 Arsenal Street, Watertown, NY 13601)

Typical Work Hours: Monday – Friday 8:00am – 5:00pm

Buildings & Grounds	County Administration	Purchasing
---------------------	-----------------------	------------

Jefferson County Airport (22529 Airport Drive, Dexter, NY 13634)

Typical Work Hours: 24/7 operation

Jefferson County Department of Social Services (250 Arsenal Street, Watertown, NY 13601)

Typical Work Hours: Monday – Friday 8:30am – 5:00pm

Jefferson County Employment & Training (1000 Coffeen Street, Watertown, NY 13601)

Typical Work Hours: Monday – Friday 8:30am – 4:30pm

Jefferson County Highway Department/Dog Control/Consumer Affairs (21897 County Road 190, Watertown, NY 13601)

Typical Work Hours: Monday – Friday 7:30am – 5:00pm

Jefferson County Public Health (531 Meade Street, Watertown, NY 13.601)

Typical Work Hours: Monday – Friday 8:00am – 4:30 pm

Jefferson County Public Safety Building (753 Waterman Drive, Watertown, NY 13601)

Typical Work Hours: 24 hour operation

Sheriff's Department	Fire & Emergency Management
----------------------	-----------------------------

Jefferson County Recycling/Waste Management (27138 NYS Route 12, Watertown, NY 13601)

Typical Work Hours: Monday - Friday 7:30am – 3:00pm Saturday 7:30am – 1:00pm

PROTOCOL FOR REDUCING DENSITY IN UNIQUE DEPARTMENTS

Several departments have formulated department-wide plans for the reduction of staff operating within their department.

County Clerk:

County Clerk will remain responsible for the everyday operations of the County Clerk's office.

County Clerk (DMV):

With regular operations, all employees can maintain social distancing guidelines. If in-person customer transactions are suspended, staff will be broken into separate shifts to meet reduction guidelines. Should the percentage decrease, the office can operate with staggered shifts as long as the office is closed to the public. Many transactions can be done online, by mail, by email or drop-box.

Department of Social Services:

The Department of Social Services has created detailed unit plans to reducing in-office staff in the event there is a need for additional social distancing or staggered workdays. Employees should consult their supervisor or the Commissioner for detailed instructions related to their unit's operations.

Some staff can perform parts of their jobs remotely as long as staff is available in the office to provide necessary documentation to them. Staff will rotate per schedule designed by the supervisors to limit the number of staff in the office at one time. The Commissioner or designee will notify supervisors of changes in number of staff that can be in the office at one time.

Highway Department:

During winter operations, in particular snow removal efforts, additional staff may be required to accomplish duties. During the non-winter season, there is potential that the highway department can operate at a reduced capacity.

PROTOCOL FOR PROCURING PPE

The use of personal protective equipment (PPE) to reduce the spread of infectious disease is important in supporting employee health and safety. PPE which may be needed can include:

Cloth face coverings or surgical masks for office settings include interactions with public

N95 Respirators for direct patient encounters

Face shields/goggles for direct patient encounters

Disposable Gloves

Disposable gowns/aprons

Note that while cleaning supplies are not PPE, there is a related need for cleaning supplies used to sanitize surfaces, as well as hand soap and hand sanitizer. The Coronavirus pandemic demonstrated that supply chains were not able to keep up with increased demand for these products early within the pandemic. As such, these supplies are included in this section as they are pertinent to protecting employee health and safety.

Protocols for providing PPE include the following:

- The Director of Fire and Emergency Management Services with assistance from the department heads will identify the need for PPE per department based upon job duties and work location.
- Procurement of PPE
 - Jefferson County will procure PPE in accordance with County Purchasing Policies as amended: 4.01 Policy and Control, 4.02 Quotations and 4.03 Fuel Card Service Program; and any updated County or State guidance.
- Storage of, access to and monitoring of PPE stock
 - Jefferson County has space and capacity to store the required PPE within county facilities, in a manner which will prevent degradation and provide immediate access to PPE in the event of an emergency.
 - The supply of PPE will be monitored to ensure the integrity and to track usage rates.

PROTOCOL FOR EMPLOYEE WITH EXPOSURE

In the event that an employee is exposed to a known case of the communicable disease, exhibits symptoms of such disease, or tests positive for such disease, the following protocol shall be immediately enacted:

- Step 1: Isolate and excuse the sick employee from the workplace. The infected or exposed employee should remain at home until released by the public health official. NYSDOH and/or the local public health will issue a letter to the employee indicating that they are released from isolation/quarantine.
- Step 2: Contact Jefferson County Public Health or NYSDOH and provide assistance with identifying those individuals who worked in close proximity of the sick employee. Follow Jefferson County Public Health and NYSDOH guidance regarding which employees would need to be placed in isolation/quarantine.
- Step 3: Contact Buildings & Grounds for cleaning of work area(s). Buildings & Grounds will utilize cleaning plan per Jefferson County Public Health, NYSDOH and CDC guidance related to the specific communicable disease.
- Step 4: Notify employees: Following a confirmed case, Jefferson County Public Health will notify all employees who work in the location or area where the sick employee works. Be sure to follow all applicable laws regarding the disclosure of any confidential medical information such as the name of the employee.

**PROTOCOL FOR DOCUMENTING WORK HOURS, LOCATIONS AND OFF-SITE VISITS OF
ESSENTIAL EMPLOYEES**

Jefferson County will document the work hours and work locations of essential employees, including off-site visits, for purposes of aiding in the tracking of a communicable disease. Such documentation shall include, but is not limited to:

- MUNIS time keeping system and/or Time Sheets
- Door Access Records/Security Camera Records
- Daily Sign-in Logs/Reports
- Mileage reports

Protocol for Documenting Unique Departments County Clerk

- Office visits by customers would be mandatory by appointment only. This would reduce the number of visitors in the office at one time as well as control the number of customers that a reduced staff served. These appointments will be logged, taking note of not only the date and time of the visit but the names and phone numbers of all visitors in order to facilitate contact tracing should it be necessary.
- All transactions that do not require an in person visit will be submitted by mail or through the drop-box.

Department of Social Services (DSS):

Appointment records will be kept as well as a list of staff that in the office daily with hours of office time.

Emergency Management:

Offsite hours and locations are typically the result of an emergency or response to an ongoing incident.

- Response to emergencies is tracked through the County's 911 Center and recorded in our dispatch CAD system.

Real Property Tax Office:

- The office will be open by appointment only. A log of appointments will be kept specifying the date and time of appointment and all in attendance.
- Assessors doing fieldwork will be required to document which town they are reviewing and any taxpayer contact they have.

PROTOCOL FOR IDENTIFYING EMERGENCY HOUSING SITES FOR ESSENTIAL EMPLOYEES

For those essential employees who require emergency housing in order to further contain the spread of a communicable disease that is the subject of a declared public health emergency, and to the extent deemed necessary to conform to the needs of the county's workforce, local gymnasiums or local hotel rooms are expected to be the most viable options. Jefferson County will coordinate with the Jefferson County Emergency Management Department to help identify and arrange for these housing needs. This effort will be coordinated by the Jefferson County Emergency Management Coordinator with assistance from the Jefferson County Administrator, Jefferson County Public Health Director and the Jefferson County Director of Human Resources.