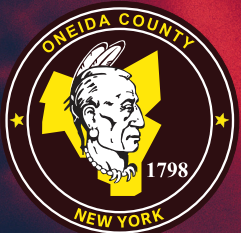


ONEIDA COUNTY POLICE REFORM & REINVENTION COLLABORATIVE PLAN



Oneida County Executive
Anthony J. Picente Jr.



Oneida County Sheriff
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DRAFT

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I. Introduction.

On June 12, 2020, Governor A. Cuomo issued an executive order 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 police agencies.

There are 15 police agencies, including the Oneida County Sheriff's Office (OCSO), in Oneida County. The OCSO covers the areas not covered by another municipality, which includes the outlying territories of the County. The demographics of the residents making up this area are majority white. However, seeing as the OCSO works with all other police agencies, its officers come into contact with residents throughout the entire County, including areas with diverse populations. The making of this plan presented a unique opportunity for Oneida County to meticulously review and analyze various areas of its OCSO.

In accordance with this Executive Order, Oneida County Executive Anthony J. Picente, Jr. formed a committee of stakeholders representing the varying parts of the County who worked together to develop the following plan. Meetings of committee members included presentations provided by members of the OCSO, and discussion was elicited from the committee members. All meetings were made available online so that members of the public could view them at any time. The plan was released for public review and comment, and feedback from members of the public was integrated into the plan. This plan therefore represents a collaborative effort between committee members and members of the public.

This plan includes a review of current law enforcement deployments, strategies, policies, procedures, and practices for the purposes of addressing the particular needs of the communities served. This plan will be presented to the Oneida County Board of Legislators at its March meeting for approval, and will be sent to the State by April 1, 2021.

II. Oneida County Police Reform and Reinvention Committee Members.

The Oneida County Police Reform and Reinvention Committee is made up of the following community stakeholders:

- Anthony J. Picente Jr., Oneida County Executive
- Arthur Atkins, Pastor of Rome Wesleyan Church
- Shelly Callahan, Executive Director of The Center (Formerly, the Mohawk Valley Refugee Center)
- Gerald Fiorini, Chairman of the Oneida County Board of Legislators
- Wendy Goetz, Executive Director of the Rescue Mission
- Dietra Harvey, Utica's Empire State Poverty Reduction Initiative Administrator for United Way of the Mohawk Valley
- Robert Maciol, Oneida County Sheriff
- Sonia Martinez, Executive Director of the Mohawk Valley Latino Association
- Scott McNamara, Oneida County District Attorney
- Frank Nebush, Former Oneida County Public Defender, and Leland McCormick, Interim Public Defender
- Jacqueline Nelson, President of the Rome NAACP
- Jim Plumley, Owner of Carpenter's Paint & Hardware
- Dianne Stancato, Chief Executive Officer of the YWCA Mohawk Valley

III. Meeting Timeline and Summary.

- Committee Member Meeting - November 18, 2020 (Live In Person)
- Committee Member Meeting - December 2, 2020 (Live via Web Ex)
- Committee Member Meeting - December 22, 2020 (Live via Web Ex)
- Committee Member Meeting - January 6, 2021 (Live via Web Ex)
- Committee Member Meeting - January 20, 2021 (Live via Web Ex)
- Committee Member Meeting - TBD (Live via Web Ex)
- Public Comment Meeting - TBD
- Oneida County Public Safety Committee Meeting – TBD (Live via Web Ex)
- Oneida County Board of Legislators Meeting - March 10, 2021 (Live via Web Ex)

First Meeting – November 18, 2020:

- An introduction to Executive Order 203
- Multiple members of the Sheriff's Office provided presentations demonstrating an overview of the Sheriff's Office
 - Mission Statement
 - Divisions and Units within the Sheriff's Office
 - New York State Division of Criminal Justice Services Accreditation
 - Recruitment and the Police Academy
 - Community Affairs

Second Meeting – December 2, 2020:

- Transparency and Accountability-
 - Axon Body Camera Presentation
 - The Sheriff's Office first deployed body cameras in their Patrol Division in September 2017. The Corrections Division also utilizes body cameras now.
 - The Sheriff's Office utilizes two fleet cameras assigned to their DWI Enforcement Vehicles.
 - Use of body cameras is covered by Sheriff's Office Policy 424.
 - Training
 - Requirements of Use
 - Storage and Retention
 - Review of Footage
 - Supervisors conduct monthly audits and reviews of body worn camera footage.
 - Unmanned Aerial System (UAS) Presentation
 - The UAS Program was implemented at the Sheriff's Office in 2018.
 - A Part 107 pilot's license is required before a member of the Sheriff's Office is considered for the UAS Team.
 - Allows for a 'bird's eye view' of crime scenes, assists in evidence location and identification, search and rescue operations, and is able to provide a live stream to the Command Post for efficient distribution of images, leading to faster mobilization of resources.
 - Use of Unmanned Aerial Systems are covered by Sheriff's Office Procedure 706.
 - Procedure for UAS Use
 - UAS Team Activation and Response
 - Safety Procedure

- Questions from the committee members were discussed and answered.

Third Meeting – December 22, 2020:

- Discussion with committee members about experiences their members/constituents have had with law enforcement
 - Negative and positive interactions with local police
- Training/Operational Policies and Procedures
 - Use of Force
 - Types of force used by the Sheriff's Office
 - Appropriate uses of force – “Objectively reasonable” use of force
 - Use of Force policy is covered by Sheriff's Office Policy 300.
 - Factors to determine reasonableness
 - Alternative tactics
 - Reporting requirements when use of force is used
 - Questions from committee members regarding use of force
 - Internal Affairs
 - Review of a complaint
 - Disposition of a complaint
 - Internal Affairs policy is covered by Sheriff's Office Policy 1029
 - Procedure following a complaint
 - Investigation
 - Supervision and control of investigation

Fourth Meeting – January 6, 2021:

- Discussion with committee members about what they see as the types of crimes that are the most prevalent in their neighborhoods.
 - The Sheriff provided insight into ‘focused deterrence’
- Community Relations
 - Community Affairs
 - Recruitment
 - Crime Prevention Outreach Programs
 - Community Outreach Programs
 - Principled Policing
 - How cynicism impact officers and their ability to effectively do their job
 - Procedural Justice and the “Golden Rule”
 - Procedures used by police officers where citizens are treated fairly and with proper respect as human beings.
 - When police officers give citizens a voice, and are objective and respectful, police officers gain greater trust.

Fifth Meeting – January 20, 2021:

- Discussion with committee members about programs and services their organizations offer that may be of assistance to the Sheriff's Office in an effort to promote diversity awareness.
 - Poverty Symposium
 - Cultural Competency Training
 - Law Enforcement Expo
- Law Enforcement Pursuits
 - Vehicle Pursuit Policy

- Vehicle Pursuit Policy is covered in Sheriff's Office Policy 307.
 - Deputy responsibilities
 - When to pursue/when to terminate pursuits
- Crisis Intervention
 - Crisis Intervention Incidents covered by Sheriff's Office Policy 409
 - When to seek crisis intervention
 - Signs of mental illness/crisis
 - De-escalation practices
- Review of Arrest Demographics from 2019
- Questions from committee members about implementing a civilian review board.
 - Brief discussion with Sheriff Maciol
- Next steps in the formation of the Oneida County Police Reform and Reinvention Plan.

Police Reform and Reinvention Plan Discussion Meeting –TBD:

- The draft plan was released to committee members on February 2, 2021.
- Meeting with committee members to discuss submitted comments, ideas, revisions, to the draft plan.
 - Add committee member comments here

Public Comment Facebook Meeting – TBD:

- The draft plan was released to members of the public on February 4, 2021.
- Public review and comment was solicited.
- Members of the public commented on:
 - Add comments from members of the public here

Oneida County Board of Legislators Public Safety Committee Meeting:

Oneida County Board of Legislators Meeting – March 10, 2021:

IV. Oneida County Sheriff's Office Mission Statement.

The Oneida County Sheriff's Office policies and procedures are based upon the following mission statement:

"The mission of the Oneida County Sheriff's Office is to safeguard life, property and public order. Members of the Sheriff's Office will always act not for themselves, but for the good of the public they serve; and at all times respect and protect the constitutional rights of all persons. Members of the Sheriff's Office shall strive to perform their duties with the highest level of professionalism, and will provide all citizens with those services necessary for a safe, secure, and crime-free environment in which to live and work."

The Oneida County Sheriff's Office strives to:

- Protect life and property.
- Deter and prevent crime.
- Preserve public peace and maintain order.
- Enforce all laws and ordinances within jurisdiction.
- Detect and arrest offenders.
- Execute criminal processes in accordance with law.
- Educate the public.

V. History of the Oneida County Sheriff's Office.

The first Sheriff of Oneida County, Colonel William Colbrath, was appointed in 1798. Sheriff Colbrath was a veteran of the revolutionary war and former Sheriff of Herkimer County. The first jail in Oneida County was built in January 1802 in the Town of Whitestown. John Hinman became the first Sheriff to be elected in Oneida County, and served from 1822-1825. In 1851, the County Jail in the Town of Whitestown was closed and a new one was built in the City of Utica. An additional County Jail was built in the City of Rome in 1882, and another in the City of Utica in 1911.

The current Law Enforcement Building, located in Oriskany, was opened in May 1965. Thereafter, the county jails located in Utica and Rome were closed and later demolished. A new 40-cell block was completed in November 1985. This new building also included space for the Sheriff's Administrative, Law Enforcement and Communications Offices.

The OCSO has continued to grow since its establishment. Juvenile Aid Training and Criminal Investigation Divisions were established in 1969. An Emergency Response Team and K-9 Patrol Teams were created in 1980. The present Correctional Facility was renovated and enlarged between 1996 - 1998, and has the capacity to hold 634 prisoners.

The current Oneida County Sheriff, Robert M. Maciol, was appointed in 2011. A Municipal Security Division was established in 2016 in the wake of an increase in active shooter incidents nationwide. Special Patrol Officers were hired to provide security services to school districts within Oneida County, as well as a number of county owned properties. Over 90 Special Patrol Officers are employed by the Sheriff's Office. In 2017, a public court was established in the Public Safety Complex as part of the New York State Centralized Arraignment Program. Oneida County was one of the first Sheriff's Offices in NYS to pioneer this initiative.

Each division of the OCSO continues to excel and transform to best suit the community.

VI. Division of Criminal Justice Services Accreditation.

The Oneida County Sheriff's Office became the 12th fully accredited sheriff's office, out of 60, in New York State with the accreditation of the Corrections Division in 2019. As of 2019, all three public safety divisions are accredited.

- Law Enforcement Division- Accredited by the New York State Division of Criminal Justice in 2006
- Civil Division- Accredited by the New York State Sheriff's Association in 2014
- Correction Division- Accredited by the New York State Sheriff's Association in 2019

The Law Enforcement Division of the OCSO was first accredited by the New York State Division of Criminal Justice Services in 2006. It has been reaccredited every five years since then. This rigorous accreditation process requires adherence to the highest standards of law enforcement conduct.

Accreditation in New York State provides a framework of best practices and operational standards to be followed by the divisions of the OCSO. During the accreditation process, these divisions must submit to an independent, outside examination and review to ensure the following:

- That the division has policies and procedures in place to address specific areas of the operational, administrative and training processes at the OCSO.
- That the policies in place meet the standards that have been set by the outside oversight agency.
- That the division has implemented and continues to follow the policies and procedures that have been established for that specific division.

In addition to the process of becoming accredited, the OCSO is committed to maintaining accreditation by continually monitoring and updating accreditation files. This involves the constant review of policy and procedure as well as observing the process for each division to ensure that policies are followed. When a policy is not being followed, corrective action is implemented by the subject matter expert in that division. This process assists in the safeguarding of life and property by ensuring that specific policies are implemented and followed.

Before each policy is implemented, it is vetted through a comprehensive review process. Depending on the policy, the review may begin with a deputy, investigator or a staff member specializing in the topic. After every review, the policy is sent to the policy manager/Administrative Captain for revisions. The policy then makes its way through patrol Lieutenants, Captains, the Chief Deputy, Undersheriff and Sheriff. At any step, revisions can be made if needed. Once the policy is approved by the Sheriff, it is sent out electronically through the Lexipol KMS (Knowledge Management System). Each deputy is required to electronically acknowledge that they have received and reviewed the policy.

Policies are updated as needed. The Lexipol system sends available policy updates based on legislative and case law changes. Any updates that result from this process go through the same approval and implementation procedures.

VII. Oneida County Sheriff's Office Divisions.

A. Law Enforcement Division:

The OCSO Uniform Patrol was initiated in 1948, and consisted of only two cars and two officers who worked evenings. Today's Deputy may patrol in a car, boat, on a bicycle, all terrain vehicle, or on a snowmobile. There are Deputies on patrol every hour of every day. All Deputies complete 26 weeks of training at the Basic Police Academy and 12 weeks of on-the-job training under the supervision of a field training officer.

The Uniform Patrol function is assisted by many Units, Sections and Teams, all serving to further the Sheriff's Office Mission. These specialized teams include criminal investigation, SWAT, the forensics section, K9 Unit, marine and recreational patrol, pistol permits, records, the UAS team, and underwater SRT.

The personnel and equipment have changed, but the primary function of the Division today is still the patrol of Oneida County.

B. Corrections Division:

The Oneida County Correctional Facility, also known as the Oneida County Jail, has existed in Oneida County for over 200 years. Throughout the decades, the care, custody and control of inmates in the correctional facility, and the facility itself, have undergone drastic changes. The present Correctional Facility was renovated and enlarged beginning in 1996, at a cost of 30 million dollars. It has the capacity to hold 634 prisoners. This remains the current Correctional Facility today.

The Correctional Facility provides for custody of prisoners from throughout the judicial system, who have been remanded to the custody of the Sheriff of Oneida County. Some prisoners are committed to the jail while awaiting trial. They require transportation to and from the courts. Others are convicted criminals who are sentenced to serve time in the county jail, or who have been convicted of a felony and are awaiting transfer to a state or federal correctional facility. The federal government reserves 35 beds for federal prisoners who are being transported throughout the country or who are appearing in federal courts in the area.

Regardless of a prisoner's status, the Oneida County Correction Officers must provide security, supervision, safety and care. State, federal, and local governments set guidelines and regulations for management and treatment of inmates. Laws and regulations govern the admission and discharge of prisoners, proper classification and records, medical and food services, security and supervision, visitation, transportation, programs, facility maintenance, staff training, alternatives to incarceration and the prisoner's transfer or release into the community.

The Correctional Facility of today bears little resemblance to the Oneida County Jail of 50, or even 20 years ago. Modular pods and electronic doors have replaced bars and brass keys. Networked computer systems have replaced twenty-pound ledgers. The implementation of tactical teams, jail intelligence, safety and security upgrades, medical/ mental health care, and contracted food services has greatly improved today's facility operations.

C. Civil Division:

The Sheriff's Office Civil Division is responsible for the execution of civil processes and mandates of the courts. The members of the Civil Division perform property executions and seizures, income executions, and evictions. They serve orders of protection, subpoenas and summonses. The Civil Division has responsibility for the transportation of juveniles who are under the jurisdiction of the courts, but who are not in the custody of the Department of Social Services. The Division is charged with the movement of prisoners between Oneida County facilities and facilities statewide, and between holding facilities and courts within the Oneida County Court House. Civil Division members also provide courtroom security for all trials held in Oneida County Court.

The Civil Division consists of sworn Peace Officers and Deputy Sheriffs who have completed a NYSSA Civil Training School as well as the Basic Course for Peace Officers or Basic Course for Police Officers. Civil Officers/Deputies typically work weekdays on the day shift and follow the holiday schedule of the courts. Officers/Deputies are required to work overtime and weekends, when the needs of the courts require.

The Civil Division collects over 2.3 million dollars annually, through process service and income execution, and the Division generates over \$200,000 in annual revenue in fees related to these services. With this much money passing through the Sheriff's Office custody, accountability is a concern. Until 2001, Deputies and clerks made manual entries in three separate ledgers to account for these transactions. In 2001, a \$30,000 federal grant was received, and the bookkeeping and accounting needs of the division are now managed electronically by Deputies and clerks who utilize a proprietary software package that was designed specifically for the needs of the Division.

VIII. Strategies.

The Oneida County Sheriff's Office utilizes several strategies to effectively provide law enforcement services to the community. Many of those strategies are not only directed at targeting crime, but are also developed to ensure the community has the necessary resources offered by the OCSO.

The OCSO believes in transparency and sharing as much information as possible with the public. It has always been a goal of OCSO to work together with the community to provide better service and promote public safety. The more presence in the community, the most trust the community will have with the OCSO. This basis tenant of trust of local law enforcement is important to foster a sense of security with in the community. The OCSO seeks to engage with community members as often as possible.

A. Community Policing.

The OCSO has a long tradition of proud service to the citizens of Oneida County. The OCSO takes great pride in engaging with the community while increasing transparency. The OCSO always puts the needs of the community first. The OCSO invites the community to work with them to make Oneida County a safe place to live, work and play. OCSO members can frequently be seen at community events.

Community Events:

- The OCSO frequently sets up information tables and distributes materials:
 - Oneida County Sheriff's Office Community Coffee
 - National Night Out
 - Boonville Fair
 - Farmers Markets
 - Sheriff's Office Tours – High school students
 - Safe Child ID
 - K9 Demonstrations
 - Recruitment
 - Food and Milk Distribution

School Presentations:

- Presentations provided to students both in-person and virtually
- Safety Topics
 - Bicycle Safety
 - Halloween Safety
 - Home Alone Safety
 - Family Emergency Plan
 - Internet Safety
 - Drug Education
 - Driver Safety
 - Drinking and Driving
 - Domestic Violence

Pathways to Justice:

- This program aims to bridge the gap between Utica’s youth and law enforcement by increasing student interest in careers within the public safety field.
 - Began in 2017 and continues today
 - 278 students enrolled
 - Career and Readiness Workshops
 - These workshops are a combined group effort of the Oneida County Sheriff’s Office, Utica Police Department, Utica Fire Department, Oneida County Probation, and Oneida County Workforce Development.

Recruitment:

- Recruitment efforts are made both in person and virtually
 - Malls/Stores
 - College Career Fairs
 - High School Career Fairs
 - Community Job Fairs
- Facebook and other social media platforms are utilized

Senior Presentations:

- Presentations are provided to local seniors both in-person and virtually
 - Scams
 - Medication
 - VINE (Victim Information and Notification Everyday)
 - Project Lifesaver
 - Yellow Dot Programs
 - Domestic Violence

Presence on Social Media:

- Facebook – 27,610 followers
 - Facebook Live daily
 - Community Scam Education
 - Weather Alerts
 - Arrests and related updates
 - Kids activities
- Instagram – 1,282 followers
- Twitter – 1,060 followers
- Sheriff’s Office Phone App – 5,984 followers
 - CDC Coronavirus Alerts
- OCSO maintains a presence on the Neighbors by Ring app.
- OCSO also continually updates the webpage: <http://oneidacountysheriff.us>

Oneida County Honor Guard:

- The Oneida County Sheriff’s Office Honor Guard is involved in numerous functions throughout the County
 - Funeral/memorial services
 - Veteran ceremonies
 - Parades

- Oneida County naturalization ceremonies
- Other civic and community events

Other Community Outreach:

- Weekly and bi-weekly “Coffee with a Cop” events
- Birthday Parades
- SUNY’s “Got Your Back” Program
- Sheriff’s Office Food Collection
- YWCA of the Mohawk Valley
- Center for Family Life & Recovery
- Local Businesses – Education of Staff
- Daily Pledge of Allegiance posted on social media (video from schools, fire stations, municipal buildings, etc.)
- Salvation Army
- Stuff the Bus Holiday Toy Drive
- The House of Good Shepherd- Kickball tournament with at risk kids
- Youth Services Council

The OCSO always seeks new ways to partner with the community. The OCSO recognizes that community participation and assistance are crucial for maintaining public safety and being responsive to the needs of the community.

B. Gun Involved Violence Elimination Act (GIVE)

The Oneida County Sheriff’s Office has been involved in an initiative administered by New York State called Gun Involved Violence Elimination (GIVE). This program receives state funding to eliminate gun violence in targeted areas throughout the state.

Through this program, the OCSO partners with the Utica Police Department, the Oneida County District Attorney’s Office, the Oneida County Probation Department and the Mohawk Valley Crime Analysis Center (MVCAC).

Agencies participating in GIVE must design a gun violence reduction plan that employs at least two of the following evidence-based strategies: hot-spots policing, focused deterrence, street outreach and crime prevention through environmental design. Participating agencies must also integrate procedural justice into their plan in an effort to foster trust and respect among individuals and communities with the law enforcement professionals who serve and protect them. MVCAC is able to provide officers with real time data so they can target specific areas based on statistical data and intelligence. MVCAC allows for the provision of officer resources for evidence-based and intelligence-led policing efforts.

C. Child Advocacy Center

In January 1990, a Child Sexual Abuse Task Force was established in Oneida County. In 1998, the Task Force was renamed the Child Advocacy Center (CAC). The CAC handles investigations of child sexual abuse in which the victim is under 17 years of age.

The Oneida County Department of Family and Community Services developed the CAC in conjunction with the Oneida County District Attorney, and the four major law enforcement agencies in the County: the OCSO, the New York State Police, the Utica Police Department and the Rome Police Department. In addition to investigators from these agencies, a Child Protective Supervisor and Child Protective Caseworkers round out the investigative staff.

Forensic medical examinations are provided by trained medical professionals. Personnel from the YWCA are available to provide support to victims of abuse. Additionally, counselors from Social Services, YWCA, Center for Life and Recovery, and the Neighborhood Center Inc. are available to provide support to victims of abuse.

The Oneida County CAC initiates approximately 1,000 investigations each year. Where evidence warrants, criminal arrests are made and/or Family Court Petitions are filed.

The CAC Goals are to:

- Reduce the trauma to child victims during the investigative and court processes.
- Gather better evidence to pursue criminal indictments and prosecutions.
- Maintain records of reports, arrests, and convictions.
- Provide on-going training to the CAC staff and other service providers.
- Public service presentations to the community.
- Increase the number of victims, secondary victims and perpetrators receiving treatment.

D. Victim Assistance Unit

The Oneida County District Attorney's Office employs three Victim-Witness Coordinators as part of their Victim Assistance Unit whose primary job responsibilities are to assist victims of crime and their families. The coordinators speak with victims directly to discuss exactly what the judicial process involves and to evaluate if they have any unmet needs. If a coordinator is unable to meet with a victim, the DA's Office sends a letter to inform them of their assigned Assistant District Attorney, and to introduce them to their assigned coordinator. The letters are individualized, and provide the victim with a list of relevant service providers that can be of potential use to them.

Victim-Witness Coordinators seek to ensure victims of their rights and want to help them meet their safety, financial, and emotional needs. Victim-Witness Coordinators collaborate with numerous outside agencies including law enforcement, the Department of Social Services, mental health agencies, interpreter services, municipal housing, the YWCA, the Child Advocacy Center, and with the New York State Office of Victim Services.

Other support services that the Victim-Witness Coordinators offer for assistance include:

- Advocacy (landlords, funeral homes, law enforcement, ADA's)
- Counseling
- Travel and Transportation Assistance
- Emergency Housing/Shelter Assistance
- Emergency Financial Assistance
- Victim Impact Statement Assistance
- Notification of Criminal Justice Events
- Witness Protection

- Restitution Assistance
- Assistance filling out NYS OVS applications
- Interpreter Assistance
- Educate victims about local services in the area such as mental health, early intervention, parenting classes, community services and resources.

E. Crime Prevention

Crime prevention is one of the goals of the OCSO Community Affairs Division. An Officer in the Community Affairs Division coordinates speaking engagements, displays, and other community presentations.

As noted above in the Community Policing Section, various programs are offered to educate and inform the public about the OCSO and the services they offer. The more knowledgeable about these programs, the more likely it is community members will take advantage of them. The OCSO also provides updates on arrests and crime in neighborhoods on social media, the Sheriff's Office app, and through other mediums.

One component to the OCSO Crime Prevention is the neighborhood watch program. In June of 2020, the OCSO implemented Neighbors by Ring, a virtual neighborhood watch for neighborhoods across Oneida County. Unlike traditional neighborhood watch club meetings, this virtual platform allows members to define boundaries for their neighborhoods and collaborate with neighbors to share community building information. The OCSO can directly post crime prevention tips in addition to community notifications regarding criminal activity within a specific neighborhood.

Through these various outreach efforts, the OCSO is able to effectively communicate with residents to ensure vital safety information is received.

The OCSO also participates in Fight Crime: Invest in Kids. This is a national, non-partisan, anti-crime organization of over 5,000 law enforcement leaders and crime survivors. The goal is to invest in evidence-based programs and policies that can cut crime and put kids on the path to success. Fight Crime focuses on four approaches:

- Make high-quality early care and education available to kids from birth to age five from families with low incomes
- Offer voluntary parent coaching to at-risk parents of young children through home visiting.
- Provide effective school day and afterschool programs to improve school climate and keep kids on track.
- Help kids who have had contact with the juvenile justice system by providing them and their parents with effective interventions to steer them away from crime.

It is the hope that high-quality early learning programs will provide kids with the foundation they need to grow up to lead productive, crime-free lives.

F. Sheriff's Narcotics Unit

The Oneida County Sheriff's Narcotics Unit is comprised of investigators from the Oneida County Sheriff's Office as well as local, state, and federal partners. They recognize the importance of combatting the drug problem plaguing the county and its residents. Over the last several years, Oneida County has faced an opioid epidemic. OCSO invests significant resources on this epidemic.

The OCSO responds to overdose calls and attempts to cultivate leads to trace the origin of the drugs responsible for them. They utilize investigative tips and confidential informants to bring drug dealers to justice. These cases can be quite complex and often take several months to bring to prosecution. Drug dealers are not bound to any geographical areas. Many of these cases lead investigators to other counties and, in some cases, to other states. The OCSO has cultivated great partnerships with other agencies to work together to combat this problem.

G. Targeted Patrol Enforcement

The Patrol Division at the Sheriff's Office not only responds to calls for service, but also provides proactive patrolling as a deterrent to crime. These efforts can also lead to the interruption of crimes in progress. When not responding to service calls, deputies are encouraged to patrol their area of responsibility to look for suspicious activity. The patrol area for the Sheriff's Office is vast and the OCSO often does not have the requisite manpower to place a patrol car in every coverage area. Marked patrol cars are often responsible for covering multiple areas.

With coverage areas being so large (1,250 square miles), the OCSO utilizes targeted and directed enforcement to combat problem areas. The OCSO receives complaints from the public regarding traffic concerns regularly. Those concerns are passed to the Patrol Division for increased enforcement efforts.

The OCSO works closely with the Oneida County Stop-DWI Program and receives funding from fines imposed following DWI-related arrests in Oneida County. The OCSO participates in Selective Enforcement Patrols that focus on DWI stops and the County-wide reduction of alcohol related traffic injuries and fatalities throughout the year. The OCSO also participates in Crackdown Patrols and receives additional funding from the Stop-DWI Program to place an emphasis on DWI patrolling during major holidays.

Additionally, deputies are directed to patrol problem areas or high crime areas. MVCAC is able to provide deputies with real-time crime data which allows the OCSO to quickly identify crime trends and divert additional resources to combat problems. These identified areas, called hot spots, receive additional patrol activities and additional manpower to deter crime. Evidence-based and intelligence-led patrol efforts allow OCSO to maximize the deployment of resources to specific problem areas throughout the county.

H. Mobile App

The Oneida County Sheriff's Office continues to look for ways to better connect with the residents and visitors of Oneida County. In 2018, the OCSO launched a new mobile app. This mobile app has extended the outreach of Sheriff's Office communications in significant and innovative ways such as news, safety and crime prevention, social media, news, submit a tip, sex offender notifications, recruitment, and more.

The app also allows the OCSO to send out alerts instantly and quickly, to notify the public of emergencies, crime and road closings. The OCSO mobile app is free and available for both Apple and Android devices by searching Oneida County Sheriff.

I. Alerts

In addition to providing updates through the OCSO app, the OCSO also utilizes NY Alert, which is a free service that New Yorkers can subscribe for to receive critical information and emergency alerts on what is happening in their area. NY-Alert contains critical, emergency-related information including instructions and recommendations in real-time by emergency personnel. Information may include severe weather warnings, significant highway closures, hazardous material spills and other emergency conditions.

All areas of New York State are included in the system, and users can customize alerts. Sign-up is free by visiting www.alert.ny.gov Messages can be received by phone, email, text and fax.

J. Website

To complement the mobile app, the OCSO website is available to the community at all time. By searching <http://oneidacountysheriff.us>, community members find an innovative website is easy to navigate. Large buttons direct users to vital information such as the active warrants list, the most wanted list, the current inmate list, the animal abuse registry, crime victim information, a contact directory, and Police Reform and Reinvention Committee documents.

K. OffenderWatch®

The Oneida County Sheriff's Office utilizes OffenderWatch®, the nation's leading registered sex offender management and community notifications tool. The OCSO utilizes OffenderWatch® to manage and monitor the whereabouts, conduct and compliance status of registered sex offenders in Oneida County. This program provides the most accurate and timely information which is available on the website at www.oneidacountysheriff.us by clicking the Offender Watch Program button located on the homepage.

OffenderWatch® is updated instantaneously throughout the day as offender addresses and other offender information is updated by the OCSO. Anyone may enter any address in the county and see real-time information on the publishable offenders within the specified radius of the address entered.

A unique tool that OffenderWatch® offers our community is the ability to receive notifications via email regarding sex offenders who reside in Oneida County. Signing up is free and easy, and can be done on the OCSO website.

L. Recording Systems

The OCSO utilizes a few different recording systems that assist the OCSO in both the investigation of crimes, while also providing for transparency into the actions of OCSO deputies. Video

footage allows for quicker resolution of citizen complaints, corroborates evidence, provides for training opportunities, and allows for quick sharing of discovery.

The Patrol Division implemented the use of Axon Body Worn Cameras on September 22, 2017. There are 80 body worn cameras assigned within the Patrol Division. This includes road patrol, deputies who assist the Department of Social Services, the County Office Building Security Unit, and the County Courthouse Deputies. There are also 30 body worn cameras assigned within the Corrections Division. These are split between housing units, sergeants, watch commanders, escorts, the booking unit, and the transport unit. While the jail is equipped with many closed circuit cameras throughout the facility, the body worn cameras offer a point of view perspective during any critical situation.

The OCSO also utilizes Fleet Cameras, which are dashboard-mounted cameras that are assigned to the DWI Units. These cameras work with the body worn cameras so that deputies receive simultaneous recordings of the incident. The emergency lights and sirens automatically activate the body worn cameras. This allows for both audio and video inside the vehicle, and video outside the vehicle. The vehicle cameras are both forward facing and rear facing.

Road Patrol Deputies are required to turn on their body worn cameras in accordance with OCSO Policy.

OCSO Policy 424.7 states as follows:

“Members will turn the camera “on” and place the body camera in Normal (Buffering) Mode after leaving the Law Enforcement Building or Field Office.”

“The body camera shall be activated (Event Mode) upon receipt of any call for service, before answering the radio. They will keep the body camera in event mode until they clear the call for service, unless advised otherwise by a supervisor or an investigator.”

“The recorder should be activated in any of the following situations:

- (a) All enforcement and investigative contacts including stops and field interview situations.
- (b) Traffic stops including, but not limited to, traffic violations, stranded motorist assistance and all crime interdiction stops.
- (c) Self-initiated activity in which a deputy would normally notify Dispatch.
- (d) Any other contact that becomes adversarial after the initial contact in a situation that would not otherwise require recording.”

When deputies return from shift, the body worn camera is placed into a docking station where the video content is uploaded into a cloud-based storage system. Members of the OCSO are able to view videos and allow access to videos when needed. Each time a video is viewed, policy requires that it be documented as to who viewed it and why. This leaves an audit trail, and is crucial to maintaining the integrity of evidence. Supervisors conduct monthly audits and review of body camera footage for every deputy under their command.

The recordings obtained through the use of this technology allow the OCSO to review incidents in their entirety. These systems are useful training tools to ensure the professionalism of the agency.

Additional body worn camera policy details can be found in Section XI Policies and Procedures Section, Subsection C.

M. Corrections Programs

The Oneida County Sheriff's Office offers a variety of inmate programs at the Correctional Facility. The programs, both structured and non-structured, are intended to reduce idleness, encourage productivity and promote a sense of accomplishment. The OCSO provides inmate work programs, inmate spiritual and religious programs, alcoholics anonymous, volunteer programs, career days, a monthly art contest, a monthly poetry contest, a horticulture program, a public works program, a facility work program, certificates for food service workers, and a variety of recreational materials available to the inmates.

The New York State Commission of Correction mandates that all inmates be provided with legal reference materials, photocopies, and notary services. At the Oneida County Correctional Facility, inmates are provided with access to a general library where inmates may request books and have them provided to them by the correctional services aid. They are also able to access legal research materials via law library requests.

In 2019, the OCSO introduced GTL tablets to the inmate population. These tablets allow inmates to access educational and entertainment content, as well as offer the ability to place phone calls, send messages, video visit with family and friends, and get general on-site support. Some content is free, such as selected reading material. Subscription services that require funding include streaming music, e-books, a game center, and a newsfeed.

Inmates are able to generate electronic requests to individuals areas of the facility by using the ASK electronic request system. The areas covered by these requests include medical, mental health, gang investigation, classification, records, admissions, and property. This allows the OCSO to maintain an electronic trail of requests.

The OCSO seeks to assist inmates in their transition back into the community. To do this, the OCSO offers a variety of programs:

- Career Technology Program
 - This Program is a partnership between Workforce Development and MVCC. It offers the Manufacturing Skill Standards Council (MSSC) Certified Production Technician certificate, which is nationally recognized.
- Alternatives to Incarceration (ATI)
 - ATI is funded by the Division of Criminal Justice Services and administered by the Workforce Development Board. The ATI program is a milestone based grant that offers offenders ages 18-35 years of age workshop classes in Thinking for Change and Ready Set Work. The classes are designed to help prepare offenders by changing their mindsets through cognitive behavior and providing employment skills in both the jail facility and the community.
- Beginnings
 - Beginnings is funded by the US Department of Labor. This program serves 18-24 year olds by offering assistance with training and/or education, assistance with employment, mental health counseling, substance abuse treatment, transitional supportive needs, mentoring, and cognitive behavioral intervention workshops. These workshops are designed to keep inmates from recidivating.
- Madison Oneida BOCES Adult Education/High School Equivalency

- The Adult Literacy Program is designed to assist inmates 21 and older to prepare for the TASC Test and earn their High School Equivalency Diploma. Inmates who participate in this program receive instruction in the areas of Reading, Writing, Science, Math, and Social Studies.
- Veterans Justice Outreach Program
 - The purpose of this program is to work within the criminal justice system to evaluate and connect veterans with treatment programs within the VA. This program assessment includes completion of a psychiatric, substance abuse, basic needs, and suicidality assessment, as well as verification of the Veterans status and eligibility for VHA services.
- Recourse Center for Independent Living (RCIL)
 - RCIL is a non-profit organization that advocates for, and provides services to, individuals with disabilities. An employee visits the jail once a month to meet with inmates and provide them with an overview of the services RCIL can provide to them. They continue to meet with inmates after their release from the facility.
- Domestic Violence Advocate (YWCA)
 - Domestic violence advocates meet with female inmates upon request. The YWCA offers services such as counseling, DV 101, and court advocacy. They assist in putting a safety plan in place upon release of an inmate from the facility.
- Community Health Worker Services
 - This is an outreach and home visiting program which seeks to assist women of childbearing age improve their health and the health of their family. They can help in obtaining health insurance, finding doctors and dentists, family planning, reproductive health, nutrition and food resources, counseling services, safe sleep education, prenatal planning, and more.

XI. Policies and Procedures.

As part of this reform and reinvention endeavor, the Oneida County Sheriff's Office reviewed the policy and procedural manual across all divisions to determine if any changes were necessary. As part of our NYS Accreditation, the OCSO is required to review policies regularly. The policies listed below and further detailed in subsections A – F were specifically reviewed with the Oneida County Police Reform and Reinvention Committee Members as they relate to the initiative. These policies can be found on the Oneida County Sheriff's Office website.

- **Use of Force**
 - OCSO Policy 300
- **Internal Affairs**
 - OCSO Policy 1029
- **Body Worn Cameras**
 - OCSO Policy 424
- **Unmanned Aerial System**
 - OCSO Policy 606
- **Vehicle Pursuits**
 - OCSO Policy 307
- **Crisis Intervention Incidents**
 - OCSO Policy 409

A. Use of Force

The use of force by law enforcement personnel is a matter of critical concern, both to the public and to the law enforcement community. On a daily basis, deputies are involved in numerous and varied interactions and, when warranted, may use reasonable force in carrying out their duties.

Deputies must have an understanding of, and true appreciation for, their authority and limitations. This is especially true with respect to overcoming resistance while engaged in the performance of law enforcement duties.

The Oneida County Sheriff's Office recognizes and respects the value of all human life and dignity without prejudice to anyone. Vesting deputies with the authority to use reasonable force and to protect the public welfare requires monitoring, evaluation, and a careful balancing of all interests

A deputy may utilize different types of force depending on the situation the deputy is facing. In some instances, the mere presence of a police officer, and the manner in which he/she holds his/her posture may be perceived as a level of authority that commands compliance. The visual observation of a professional and well maintained uniform is in many cases the first level of force. When members of the community observe a police officer they recognize him/her as being in a position of authority and may cease any unlawful activity in which they may be engaged.

The second level of force is verbal. Deputies receive training in verbal de-escalation communication, which the OCSO refers to as ‘verbal judo.’

The third level of force is empty hand control and hard hand empty control. Empty hand control is a technique that has minimal chance of injury, such as touch pressure and escorts. Hard hand empty control is a technique that has a possibility of injury, such as striking a leg. Deputies receive annual training in these defensive tactics.

The fourth level of force is considered “less lethal” force and involves the use of Capsicum Oleoresin, or “OC spray,” or a conducted electrical weapon, such as a taser. Deputies may also utilize an impact weapon, such as a baton. Batons are also used to strike, guide or escort a person through approved “come along” techniques or control holds, and are used when a subject displays violent, active physical resistance to a deputy's attempt to control.

Deadly physical force is the highest level of force. It is physical force that under the circumstances is readily capable of causing serious physical injury or death. When a deputy uses deadly physical force, he/she needs to quickly and effectively balance the threat against the force used. An objective standard is used to judge an officer's actions. Under this standard, a particular application of force must be judged through the perspective of a reasonable officer facing the same set of circumstances, without the benefit of 20/20 hindsight, and be based on the totality of the facts that are known to that officer at the time that the force was used.

In the event it has become necessary for an officer to use authorized and justified force to resolve a situation, the OCSO closely examines that incident. The OCSO has a Use of Force Review Board that conducts an administrative review and inquiry into the circumstances of an incident where force was used. The Board is made up of representatives from the Patrol Division, a command staff representative from the member's chain of command, the training manager, and the office instructor for the type of weapon, device, or technique used. The Board must determine whether the member's actions were within office policy and procedure or if they were in violation.

The OCSO Policy regarding Use of Force set's out a list of factors to be used to determine the reasonableness of force. These factors include but are not limited to:

- Immediacy and severity of the threat to deputies or others.
- The conduct of the individual being confronted, as reasonably perceived by the deputy at the time.
- Deputy/subject factors (e.g., age, size, relative strength, skill level, injuries sustained, level of exhaustion or fatigue, the number of deputies available vs. subjects).
- The effects of suspected drug or alcohol use.
- The individual's mental state or capacity.
- The individual's ability to understand and comply with deputy commands.
- Proximity of weapons or dangerous improvised devices.
- The degree to which the individual has been effectively restrained and his/her ability to resist despite being restrained.
- The availability of other reasonable and feasible options and their possible effectiveness.
- Seriousness of the suspected offense or reason for contact with the individual.
- Training and experience of the deputy.
- Potential for injury to deputies, suspects, and others.
- Whether the individual appears to be resisting, attempting to evade arrest by flight, or is attacking the deputy.

- The risk and reasonably foreseeable consequences of escape.
- The apparent need for immediate control of the individual or a prompt resolution of the situation.
- Whether the conduct of the individual being confronted no longer reasonably appears to pose an imminent threat to the deputy or others.
- Prior contacts with the individual or awareness of any propensity for violence.
- Any other exigent circumstances.

Any use of force shall be documented promptly, completely, and accurately in an appropriate report. Additional information will be collected as necessary, depending upon the incident.

At least annually, the Patrol Chief Deputy must prepare an analysis report on use of force incidents. The report is submitted to the Sheriff and Undersheriff. The report includes:

- The identification of any trends in the use of force by members.
- Training needs recommendations.
- Equipment needs recommendations.
- Policy revision recommendations.

The OCSO is required by New York State to report certain types of force incidents to the DCJS portal system. Any force involving the use of pepper spray, the deployment of a conducted electrical weapon (CEW), the discharge of a weapon, or any incident that causes serious bodily injury must be reported

B. Internal Affairs Procedure

The OCSO maintains an Internal Affairs Policy in order to maintain and reinforce community confidence in the agency regarding allegations of officer misconduct, inappropriate behavior, or violations of law. When a member of the OCSO receives a complaint, they must notify their direct supervisor, lieutenant, operations captain, chief deputy, the undersheriff, and the sheriff. The Undersheriff is responsible for all facets of the internal affairs procedure.

When the Undersheriff received a complaint, the Undersheriff shall assign a qualified member of higher rank to conduct the investigation. A thorough investigation is carried out by the assigned member of the OCSO, and a written report supported by records and documents is issued and forwarded to the Undersheriff for review.

All internal affairs/personnel complaints are investigated to a logical conclusion. Personnel complaints that are not criminal in nature shall be forwarded to the Patrol Lieutenant who shall send the file to the Operations Captain of Patrol. The investigation may be assigned to the administration to CIU, a Patrol Lieutenant, or Sergeant for investigation. The findings are provided to the Undersheriff, with copies to the Sheriff and Chief Deputy, for counseling or disciplinary action.

All criminal matters involving OCSO personnel are immediately referred to the Sheriff, Undersheriff, and Chief Deputy. The Undersheriff may assign these cases to the internal affairs/CIU Lieutenant for investigation and recommendation of disposition. The criminal matter shall also be referred to the Oneida County District Attorney's Office.

C. Body Worn Cameras

The OCSO provides its members with body cameras for use during the performance of their duties. The use of recorders is intended to enhance the mission of the Office by accurately capturing contacts between members of the OCSO and the public.

Each body camera is assigned and configured for use by the individually assigned deputy. The body camera shall be worn and utilized by the assigned employee every time the employee is performing any law enforcement duties, to include their normal working schedule, any outside details, outside employment (in uniform), overtime assignments and assignments directed by a supervisor, including those deputies assigned to DSS.

At the start of their shift, deputies will ensure that their assigned body camera is working properly. If the body camera is malfunctioning/damaged/lost the member will promptly report this to his/her supervisor. Deputies will attach their assigned body camera to their chest area with one of the mounting systems provided. The camera will be worn in a conspicuous manner or the deputy shall otherwise notify persons that they are being recorded, whenever reasonably practicable.

Deputies will turn the camera “on” and place the body camera in Normal (Buffering) Mode after leaving the Law Enforcement Building or Field Office. The body camera shall be activated (Event Mode) upon receipt of any call for service, before answering the radio. They will keep the body camera in Event Mode until they clear the call for service, unless advised otherwise by a supervisor or an investigator.

The body camera should be activated in any of the following situations:

- All enforcement and investigative contacts including stops and field interview situations.
- Traffic stops including, but not limited to, traffic violations, stranded motorist assistance, and all crime interdiction stops.
- Self-initiated activity in which a deputy would normally notify Dispatch.
- Any other contact that becomes adversarial after the initial contact in a situation that would not otherwise require recording

At no time is a deputy expected to jeopardize his/her safety in order to activate a body camera.

The Policy requires that OCSO members deputies must document all recordings, including any instances where a deputy deactivated the camera. The Policy states that body cameras can be turned off:

- “When the deputy is directed or authorized by a supervisor or an Investigator on the scene (ie: when on the scene of an incident for an extended period of time and your activity is not vital to the investigation. ie: Sitting in a patrol car at an accident scene for long durations and away from the scene or persons involved).”

At the end of the operator’s shift and once the videos have been properly titled identified and categorized, the body camera will be placed into a docking station. Once the body camera is placed in a docking station, it will automatically start downloading recordings from the camera to Evidence.com. The data is considered impounded at this point and the camera shall be cleared of existing data.

Supervisors are responsible for ensuring the OCSO deputies utilize the body cameras according to policy guidelines. Each supervisor will be responsible for conducting at least two random monthly

compliance audits/checks of body camera recordings for every deputy under their command. Supervisors will make a “note” on this video to show the purpose of viewing the video. The purpose for the checks/audits is to:

- Ensure that deputies are using their body cameras when required.
- Ensure the videos are properly labeled/categorized in accordance with the ID procedures.
- Ensure that the footage captured by the body camera is only being reviewed by deputies for official police purposes (checking audit trail).

A “Body Camera Compliance/Audit” form will be filled out by each Squad Supervisor for each deputy under his/her command. If a deputy is not in compliance with this policy, a description of what the issue is and what corrective measure was taken must be documented.

In the event a deputy is found to be in non-compliance with the use, or lack thereof (multiple calls without any body camera activation) then the auditing supervisor shall commence an investigation. During compliance checks, if content is discovered that amounts to possible misconduct by deputies, such content will not be acted upon through disciplinary process unless it amount to gross misconduct or an unlawful act. Content found outside of gross misconduct or unlawful acts will be addressed through training. Officer safety issues found through compliance checks shall be addressed.

D. Unmanned Aerial Systems (UAS)

The OCSO utilizes UAS to enhance the OCSO’s mission of protecting lives and property when other means and resources are not available or may be less effective. Any use of a UAS will be in strict accordance with constitutional and privacy rights and Federal Aviation Administration (FAA) regulations.

It shall be the mission of those personnel of the OCSO who are trained in the use of the Unmanned Aerial System (UAS), to use this resource to protect the lives and property of citizens and first responders in a constitutionally and legally sound manner. Use of the aerial system can be utilized in circumstances which would save life and property, as well as being able to detect possible dangers that could not otherwise be seen.

UAS’s can support any responder in many types of hazardous incidents that would benefit from an aerial perspective. Additionally the UAS is suitable to use with missing persons, search and rescue operations, accident scene reconstruction and documentation as well as many tasks that can best be accomplished from the air in an efficient and effective manner.

It shall be the intent of every UAS operator to make every reasonable effort to not invade a person’s reasonable expectation of privacy when operating the UAS. Absent a warrant or exigent circumstances, operators and observers shall adhere to FAA altitude regulations and shall not intentionally record or transmit images of any location where a person would have a reasonable expectation of privacy (e.g., residence, yard, enclosure). Operators and observers shall take reasonable precautions to avoid inadvertently recording or transmitting images of areas where there is a reasonable expectation of privacy

The OCSO policy details the organization of the UAS team and the qualifications of those managing the team. There are strict training standards for all on the UAS team:

- Initial UAS training will be accomplished by the Unit Commander.

- Recurring UAS training will be conducted on a monthly basis by all unit personnel. The training will consist of a minimum of 2 take-off and landing events and 8 hours of ground training in order to meet the proficiency and currency requirements.
- FAA Part 107 Pilots must recertify every 24 months to maintain a current certification.
- UAS operators / unit members must be certified in the operation of the UAS by successfully completing training conducted by OCSO Unit Commander.
- Unit members must meet the standards required by the FAA and must pass the required knowledge test for a remote pilot certificate and must keep their aeronautical knowledge up to date

The UAS video surveillance equipment shall not be used:

- To conduct random surveillance activities
- To target a person based solely on actual or perceived characteristics such as race, ethnicity, national origin, religion, sex, sexual orientation, gender identity or expression, economic status, age, cultural group, or disability.
- To harass, intimidate, or discriminate against any individual or group.
- To conduct personal business of any type.

It is the goal of the OCSO to utilize this technology to provide an additional level of transparency.

E. Vehicle Pursuits

The OCSO Vehicle Pursuits Policy provides guidelines for vehicle pursuits to protect the safety of deputies, members of the public, and fleeing suspects.

A pursuit may be commenced in a limited number of instances:

- When an officer reasonably believes that the person being pursued has committed a felony in which death or serious bodily harm has been caused or threatened; or
- When an officer reasonably believes that others are threatened by death or serious bodily harm, and the officer reasonably believes that the bodily harm cannot otherwise be prevented.

Pursuits shall not be initiated for any violation of any section of Vehicle and Traffic Law.

Factors that shall be considered, both individually and collectively, when deciding to initiate or continue a pursuit include, but are not limited to:

- The seriousness of the known or reasonably suspected crime and its relationship to community safety.
- The importance of protecting the public and balancing the known or reasonably suspected offense and the apparent need for immediate capture against the risks to deputies, innocent motorists and others.
- The safety of the public in the area of the pursuit, including the type of area, time of day, the amount of vehicular and pedestrian traffic (e.g., school zones) and the speed of the pursuit relative to these factors.

- The pursuing deputies' familiarity with the area of the pursuit, the quality of radio communications between the pursuing vehicles and dispatcher/supervisor, and the driving capabilities of the pursuing deputies under the conditions of the pursuit.
- Weather, traffic and road conditions that may unreasonably increase the danger of the pursuit when weighed against the risks resulting from the suspect's escape.
- Whether the identity of the suspect has been verified and whether there is comparatively minimal risk in allowing the suspect to be apprehended at a later time.
- The performance capabilities of the vehicles used in the pursuit in relation to the speed and other conditions of the pursuit.
- Emergency lighting and siren limitations on unmarked sheriff's office vehicles that may reduce visibility of the vehicle, such as visor or dash-mounted lights, concealable or temporary emergency lighting equipment and concealed or obstructed siren positioning.
- Vehicle speeds.
- Other persons in or on the pursued vehicle (e.g., passengers, co-offenders and hostages).
- The availability of other resources, such as air support assistance.
- Whether the pursuing vehicle is carrying passengers other than on-duty sheriff's deputies.
- Pursuits should not be undertaken with an arrestee in the pursuit vehicle unless exigent circumstances exist, and then only after the need to apprehend the suspect is weighed against the safety of the arrestee in transport. A vehicle containing more than a single arrestee should not be involved in a pursuit

The OCSO Pursuit Policy requires that deputies involved in a pursuit initiate their body cameras as soon as they become involved in any pursuit. The OCSO Policy also details the responsibilities of the primary pursuit deputy, as well as any secondary pursuit vehicles. In some cases, the pursuits may cross jurisdictional boundaries, requiring coordination between multiple offices.

Pursuits should be terminated whenever the totality of objective circumstances known or which reasonably ought to be known to the deputy or supervisor during the pursuit indicates that the present risks of continuing the pursuit reasonably appear to outweigh the risks resulting from the suspect's escape. They shall also be terminated when directed to terminate by a supervisor.

Deputies shall use only that amount of force that reasonably appears necessary given the facts and circumstances perceived by the deputy at the time of the event to accomplish a legitimate law enforcement purpose. Unless relieved by a supervisor, the primary pursuing deputy should coordinate efforts to apprehend the suspect following the pursuit. Deputies must consider the safety of the public and the involved deputies when formulating plans for setting up perimeters or for containing and capturing the suspect.

The Pursuit Policy requires the following a pursuit, all appropriate reports be completed to comply with appropriate laws and policies or procedures.

- The primary pursuing deputy shall complete appropriate crime/arrest reports.
- The primary pursuing deputy or supervisor shall complete the appropriate pursuit report.
- After first obtaining the available information, the involved, or if unavailable, on-duty field supervisor shall promptly complete a supervisor's memorandum, summarizing the pursuit to the Operations Lieutenant or the authorized designee. This memorandum should include, at a minimum:
 - Date and time of the pursuit.
 - Initial reason and circumstances surrounding the pursuit.

- Length of pursuit in distance and time, including the starting and termination points.
- Involved vehicles and deputies.
- Alleged offenses.
- Whether a suspect was apprehended, as well as the means and methods used
 - Any use of force shall be reported and documented in compliance with the Use of Force Policy.
- Arrestee information, if applicable.
- Any injuries and/or medical treatment.
- Any property or equipment damage.
- Name of supervisor at the scene or who handled the incident.
- A preliminary determination that the pursuit appears to be in compliance with this policy.
- After receiving and reviewing copies of reports, logs and other pertinent information, the Operations Lieutenant shall complete a memorandum summarizing the incident and send all paperwork to the Operations Captain. The Operations Captain will complete a memorandum summarizing his/her findings and will forward all of the paperwork to the Chief Deputy within 7 days. The Chief Deputy shall conduct or assign the completion of a post-pursuit review, as appropriate.
- A copy of all related reports must be forwarded to the Accreditation Manager.
- Annually, the Sheriff should direct a documented review and analysis of office vehicle pursuits to minimally include policy suitability, policy compliance and training needs.

In addition to initial and supplementary training on pursuits, all deputies shall participate, no less than annually, in regular and periodic training addressing this policy and the importance of vehicle safety and protecting the public. Training will include recognition of the need to balance the known offense and the need for immediate capture against the risks to deputies and others. Spike strip training will be done on an annual basis.

F. Crisis Intervention Training/Mental Health Training

The OCSO has policies in place for interacting with those who may be experiencing a mental health or emotional crisis. Interaction with such individuals has the potential for miscommunication and violence. It often requires a deputy to make difficult judgments about a person's mental state and intent in order to effectively and legally interact with the individual.

Members of the OCSO are trained to be alert to possible signs of mental health issues or crisis. The OCSO collaborates with local mental health professionals to develop an education and response protocol, including a list of community resources to guide officer interaction with those who may be suffering from mental illness or appear to be in a mental health crisis. There may be a need for intervention, counseling, or a referral to the Mobile Crisis Assessment Team (MCAT). MCAT is available in situations where the individual does not meet MHL 9.41 criteria, but may still need assistance.

The role of MCAT is:

- To provide emergency mental health services to persons regardless of their age.
- To provide emergency services in all community settings other than hospital emergency departments.

- To complete comprehensive mental health evaluations on-site.
- To assess individual risk of harm to self or others and to recommend appropriate levels of care ranging from inpatient hospitalization to outpatient mental health services.

Deputies are trained to:

- Promptly assess the situation independent of reported information and make a preliminary determination regarding whether a mental health crisis may be a factor.
- Request available backup deputies and specialized resources as deemed necessary and, if it is reasonably believed that the person is in a crisis situation, use conflict resolution and de-escalation techniques to stabilize the incident as appropriate.
- If feasible, and without compromising safety, turn off flashing lights, bright lights or sirens.
- Attempt to determine if weapons are present or available.
- Take into account the person's mental and emotional state and potential inability to understand commands or to appreciate the consequences of his/her action or inaction, as perceived by the deputy.
- Secure the scene and clear the immediate area as necessary.
- Employ tactics to preserve the safety of all participants.
- Determine the nature of any crime.
- Request a supervisor, as warranted.
- Evaluate any available information that might assist in determining cause or motivation for the person's actions or stated intentions.
- If circumstances reasonably permit, consider and employ alternatives to force.

Once it is determined that a situation is a mental health crisis and immediate safety concerns have been addressed, responding deputies should be aware of the following considerations and should generally:

- Evaluate safety conditions.
- Introduce themselves and attempt to obtain the person's name.
- Be patient, polite, calm and courteous and avoid overreacting.
- Speak and move slowly and in a non-threatening manner.
- Moderate the level of direct eye contact.
- Remove distractions or disruptive people from the area.
- Demonstrate active listening skills (i.e., summarize the person's verbal communication).
- Provide for sufficient avenues of retreat or escape should the situation become volatile.

In coordination with the local mental health community and appropriate stakeholders, the OCSO will continue to develop and provide comprehensive education and training to all OCSO deputies to effectively interact with persons in crisis.

G. Prohibition Regarding Racial Profiling

The Oneida County Sheriff's Office expressly prohibits racial profiling or other bias based policing. The OCSO is committed to observing, upholding, and enforcing all laws relating to the individual rights of all persons. Members will respect and protect each person's human rights and comply with all laws relating to human rights.

In addition to respect for those human rights prescribed by law, members will treat all persons with the courtesy and dignity that is inherently due to every person as a human being. Members will act, speak, and conduct themselves in a professional manner and maintain a courteous attitude in all contacts with the public.

It is a fundamental duty of every member to be vigilant in the investigation of unusual or suspicious occurrences, detect violations of the law, safeguard lives and property, guarantee all persons fair and equal treatment under the law, and ensure that the rights of all persons are protected. In meeting these duties, the OCSO remains committed to working actively with all communities throughout Oneida County.

Members are expressly prohibited from engaging in racial profiling or bias-based policing activities. Members making routine or spontaneous law enforcement decisions, such as investigatory stops, traffic stops and arrests, may not use race, ethnicity, color, national origin, ancestry, religion, disability, gender, gender identity, sexual orientation, marital status, parental status, military discharge status, financial status, or lawful source of income as criteria, except that officers may rely on the listed characteristics in a specific suspect description. Members must be able to clearly articulate the specific police or public safety purpose of any traffic or other stop. Members will immediately report any observed violations of the policies and procedures established under this directive to a supervisor.

H. Professional Conduct

It shall be the policy of the OCSO to investigate fully complaints against the office and its members. It shall also be the policy of the OCSO to reach a prompt resolution of such complaints or allegations, after an objective and impartial investigation, in order that while maintaining the credibility and integrity of the Office of the Sheriff, the public will be assured that police misconduct will not be tolerated, but at the same time provide a mechanism through which a member, unjustly accused, can be vindicated.

I. Anti-Bias Policy.

Bias-based policing is strictly prohibited by the OCSO. The OCSO defines “Bias-based policing” as “an inappropriate reliance on actual or perceived characteristics such as race, ethnicity, national origin, religion, sex, sexual orientation, gender identity or expression, economic status, age, cultural group, disability, or affiliation with any non-criminal group (protected characteristics) as the basis for providing differing law enforcement service or enforcement.”

OCSO Policy 401 states that every member of the OCSO shall perform his/her duties in a fair and objective manner and is responsible for promptly reporting any suspected or known instances of bias-based policing to a supervisor. Members of the OCSO should, when reasonable to do so, intervene to prevent any bias-based actions by another member.

X. Practices

As part of our collaborative process, the Oneida County Sheriff's Office reviewed all current practices as listed in the New York State Police Reform Collaboration guidance. Listed below are the evaluations of current practices in our Criminal, Corrections and Communications Divisions.

A. Oneida County Law Enforcement Academy

One of the most important requirements of any police officer is training. The Oneida County Sheriff's Office has always been committed to providing the most highly trained deputy sheriffs. This commitment begins at the Mohawk Valley Police Academy (MVPA).

The training required of a police officer is mandated by the NYS Division of Criminal Justice Services (DCJS). DCJS has established the Municipal Police Training Council (MPTC) to define the standards for training throughout NYS. Prospective police officers are required to attend an accredited law enforcement academy. The MVPA trains not only Sheriff's deputies, but police officers from all across the Mohawk Valley.

The MVPA is a premier law enforcement training program. Through its partnerships with both private and public entities, they are able to administer the highest level of training available to law enforcement agencies across the Mohawk Valley.

Training is one of the most important and vital functions of any law enforcement agency. The Basic Course for Police is often considered the most important learning experiences that a police officer completes during his or her career.

The Basic Course for Police Officers consists of a minimum standard of over 700 hours established through the New York State Municipal Training Council (MPTC). The Directors at the Mohawk Valley Police Academy as well as New York State Department of Criminal Justice Services routinely review 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 and 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.

Updates to the Basic Course for Police Officer training curriculum are made periodically as required by changes made by DCJS and MPTC. Additional local training encompassed by the MVPA is typically based on local need and is brought to the attention of the MVPA co-directors for consideration and implementation. MVPA has always added additional training beyond state mandated minimum standards to benefit recruits based on a local need or area of concern.

The MVPA consistently exceeds the minimum standard number of hours during the Basic Course for Police Officers.

B. Field Training Program

A Deputy Sheriff's training does not end upon graduation from the academy. Graduates are also required to complete an extensive and elaborate Field Training Program administered by certified training officers within the OCSO.

The OCSO has a Field Training Program where new recruits receive supervised training by a certified Field Training Officer (FTO). Recruits shadow a senior deputy to ensure they are following proper policy and procedure and are meeting expectations of the Sheriff and mission of the OCSO.

DCJS requires a minimum of 160 hours (4 weeks) of supervised field training. The OCSO Field Training Program consists of 12 weeks. It may include working within different units within the OCSO, including the criminal investigative unit. Recruits focus on learning areas of patrol, map reading, and how to handle an array of calls for service, from larceny complaints to domestic incidents. They also enforce vehicle and traffic laws. There is a strong focus on communication, report writing, and court documentation.

C. Corrections Academy Training

The OCSO Corrections Academy for those seek to work in the jail encompasses its own set of training requirements. DCJS mandates that a corrections academy provide a minimum of 156 training hours. The OCSO Correction Academy far exceeds that minimum requirement and provides 270 training hours. DCJS is currently working to revise that curriculum.

As the Academy stands now, corrections officers receive training in the same Ethics and Professionalism, Use of Force and Officer Wellness curricula that all OCSO deputies receive. Other training includes:

- Effective Communication Skills – 2 hours
- Suicide Prevention – 8 hours
- Sexual Misconduct – 4 hours
- Personal Awareness – 4 hours (this covers bias prejudice and stereotyping)

D. Recruitment

Recruitment is done mainly through the community affairs unit at community and school events; however, our internship program has aided in hiring several deputies.

Upon the certification of a civil service list and following the laws and rules guiding selection from the list, the OCSO shall actively strive to identify the candidates who have in some manner distinguished themselves as being outstanding prospects. Minimally, the OCSO should employ a comprehensive screening, background investigation and selection process that assesses cognitive and physical abilities and includes review and verification of the following:

- A comprehensive application for employment (including previous employment, references, current and prior addresses, education, military record)
- Driving record
- Reference checks

- Employment eligibility, including U.S. Citizenship and Immigration Services Employment Eligibility Verification Form I-9 and acceptable identity and employment authorization documents. This required documentation should not be requested until a candidate is hired. This does not prohibit obtaining documents required for other purposes.
- Information obtained from public internet sites
- Financial history consistent with the Fair Credit Reporting Act (FCRA) (15 USC § 1681 et seq.)
- Local, state and federal criminal history record checks
- Polygraph examination (when legally permissible)
- An impartial medical exam by a licensed physician or practitioner that meets the Municipal Police Training Council standards (may only be given after a conditional offer of employment)
- A psychological examination administered by qualified professionals to ensure psychological fitness (may only be given after a conditional offer of employment)
- Oral Review board or selection committee assessment based upon standardized questions with candidate's responses recorded on uniform reports. This will insure that each candidate is provided an opportunity to clarify any questionable response to the background investigation questionnaire that is required of each potential employee

Every candidate shall undergo a thorough background investigation to verify his/her personal integrity and high ethical standards, and to identify any past behavior that may be indicative of the candidate's unsuitability to perform duties relevant to the operation of the OCSO.

Candidates shall meet the following minimum standards:

- Free of any felony convictions
- Citizen of the United States or permanent resident alien eligible for and has applied for citizenship
- At least 20 years of age and no more than 35 years of age with certain exceptions (Civil Service Law § 58)
- Fingerprinted for local, state and national fingerprint check
- Good moral character as determined by a thorough background investigation
- High School graduate, passed the GED or obtained a two year, four year or advanced degree from an accredited or approved institution
- Free from any physical, emotional or mental condition which might adversely affect the exercise of police powers
- Candidates must also satisfy the Municipal Police Training Council (MPTC) selection requirements

In addition to the above minimum MPTC required standards, candidates are subjected to additional evaluations including physical ability testing, drug screening, polygraph and/or pre-offer personality test.

E. Annual Training

The Oneida County Sheriff's Office is a New York State Accredited Agency. In order to stay in compliance with this Accreditation, in-service training is a critical standard. It requires that all sworn personnel, both full and part-time, receive at least 21 hours of in-service training annually. This includes, at a minimum, firearms training, legal updates, a review of use of force, and the use of deadly force. The training requirements at the OCSO exceeds these minimum standards.

The OCSO maintains a monthly training calendar to include topics like cultural diversity, emergency vehicle operation, and defensive tactics. Other training topics are crisis intervention training, persons with disabilities, and anti-bias training.

F. Additional Specialized Training

Many deputies, investigators and supervisors at the OCSO attend various trainings in New York State and beyond. Our criminal investigators and forensic investigators have travelled to trainings sponsored by nationally known agencies. A few examples of these training courses are the following:

- Henry C. Lee Institute of Forensic Science – Death and Homicide investigations
- Reid and Associates – Interview and Interrogation, Advanced Interview and Interrogation, Investigating Use of Force for Field Supervisors
- Thomas and Means Law Firm – Managing Police Discipline
- NITV Federal Services - Certified Voice Stress Analysis Examiner Course

G. Less Lethal Options

The OCSO believes in giving deputies the proper tools to ensure their safety and that of the public. The goal to resolve any interaction is to use the least amount of force possible to control the situation. While deputies are required to carry a service weapon, often times the most valuable tools available to them are their less lethal options.

Every deputy is issued pepper spray, also referred to as Oleoresin Capsicum (OC). OC spray is designed to be applied to a subject's facial area to cause a burning sensation. Exposure to OC spray allows the deputy to assist in gaining control of a combative subject. Immediately following exposure, deputies are required to ensure proper medical treatment is provided to a subject. It should be noted that deputies are also required to become exposed to OC spray in order to be certified to carry it.

Another valuable less lethal option is a Conducted Electrical Weapon (CEW), often referred to as a Taser. The CEW is designed to deliver electrically charged probes into a combative subject in an effort to incapacitate the neuromuscular system. The CEW has proven to be an effective tool for combative subjects. Studies have shown that the use of the CEW decreases the potential for injury to both the subject and the deputy. Per policy, deputies are required to provide medical care to any subject who has been exposed to the CEW.

It should also be noted that deputies are required to receive training on the CEW annually. An exposure is not mandated to carry a CEW, however the OCSO encourages it. As with the OC, the purpose is two-fold: so that the deputy understands what it feels like and what the subject is experiencing, as well as for courtroom testimony purposes.

XI. Police Reform Legislative Changes 2020.

The Oneida County Sheriff’s Office has taken many steps toward satisfying the recent legislative changes of 2020. The below chart notes the Reform Item, Action Taken, and Status.

NYS Legislated Reform	Reform Item	Description	OCSO Action	Status
NYS Reform 1- S8492	Civil penalties for filing false reports on member of a protected class	Establishes civil penalties for falsely Summoning a Police Officer when there is no reason to believe a crime, offense or threat has been committed involving a member of a protected class. (Effective June 13, 2020)	Conducted In-Service Training	Complete
NYS Reform 2- S2575-B	Require police officers to report the discharge of weapon	Requires a police officer or peace officer (whether on or off duty) who discharges his or her weapon under circumstances where a person could be struck by a bullet to verbally report the incident within six hours, and file a written report within forty-eight hours. (Effective September 13, 2020)	Conducted In-Service Training & Amended Use of Force Policy	Complete
NYS Mandate 3- S2574-B	Require the Reporting of Police Acts or Omissions Resulting in a Person’s Death to the Office of Special Investigation	Establishes an Office of Special Investigation within the Office of Attorney General which will have investigative authority and criminal jurisdiction for any incident involving the death of a person caused by an act or omission by a police officer or a peace officer employed as a correction officer or contracted by an education, public health, social service, parks or housing agency. Where an investigation concludes that the death or matters relating to the death or investigation of the death involved criminal conduct, the Office will be empowered to prosecute any such alleged offenses. (Effective April 2021)	Conducted in-service training and establish communication method with the Attorney General’s office.	Complete- Will be reported when/if this occurs.

<p>NYS Mandate 4- S6670-B</p>	<p>Ban Choke Holds</p>	<p>The Eric Garner Anti Choke Hold Act creates the crime of aggravated strangulation (making it a Class C felony) and establishes criminal penalties for a police officer or peace officer who uses a chokehold that causes serious physical injury or death. (Effective June 12, 2020)</p>	<p>No action needed- Choke holds were already prohibited by the Use of Force Policy</p>	<p>Complete</p>
<p>NYS Mandate 5- S6601-A</p>	<p>Require Medical Response for Arrestees</p>	<p>Affirms an individual's right to medical and mental health attention while under arrest or otherwise in custody of a police officer or peace officer. Failure to provide reasonable and good faith medical assistance could result in a cause of action against the officer, representative and/or entity. (June 15, 2020)</p>	<p>Conducted in-service training</p>	<p>Complete</p>
<p>NYS Mandate 6- S1830-C</p>	<p>Require Policing Statistics to be Reported to the Division of Criminal Justice Services</p>	<p>Requires courts to compile and publish data concerning arrests and court proceedings involving low-level offenses such as violations and traffic offenses. Such report will include aggregate and anonymized demographic information such as race, ethnicity and sex. This bill requires police departments to submit annual reports on arrest-related deaths to the Department of Criminal Justice Services, as well as the Governor and the State Legislature. (Effective December 12, 2020)</p>	<p>Will provide data to Office of Court Administration and Division of Criminal Justice Services</p>	<p>Will provide data in Quarter 1 of 2021</p>
<p>NYS Mandate 7- S3253-A</p>	<p>Recording of Law Enforcement Activity</p>	<p>Provides that a person not under arrest or in the custody of a law enforcement official has the right to record police activity and to maintain custody and control of that recording and of any property or instruments used by that person to record such activities. A person in custody or under arrest does not, by that status alone, forfeit such right to record. (Effective July 13, 2020)</p>	<p>No actions needed, already in compliance</p>	<p>Complete</p>

<p>NYS Mandate 8- S8496</p>	<p>Provide the Public Access to Personnel Records of Deputies and Correctional Officers</p>	<p>Repeal of Civil Rights Law 50-a, which had made all personnel records used to evaluate the performance toward continued employment or promotion of police officers, firefighters, paramedics, correction officers or peace officers confidential and not subject to inspection or review without the individual's express written consent or a court order. This legislation also amends the New York State Freedom of Information Law (FOIL), subjecting any record created in furtherance of a law enforcement disciplinary proceeding to disclosure under FOIL. The new FOIL provisions require specific sensitive personal information, including medical history, to be redacted from such records prior to being disclosed. (Effective June 13, 2020)</p>	<p>Discussed with the County Attorney's Office and FOIL Officer</p>	<p>Complete</p>
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XII. Plan for Implementation of Police Reform Initiatives.

Meetings and discussions with community stakeholders and members of the public have led to a review of reform initiatives and the formation of a plan to further ensure law enforcement accountability and trust in Oneida County. The following sets out actions for the OCSO to take, along with quarterly benchmarks to guide implementation dates.

A. What Functions Should the Police Perform?

- Determining the Role of the Police
 - OCSO should continue to patrol and respond to crime within the community, as well as work to continually increase its community presence to build trust with members of the public.
 - Action to be taken:
 - Examine the possibility of relying more heavily on alternative forms of assistance, such as mental health and social services organizations, for issues where law enforcement may not need to play as large of a role (Q1, 2022)
- Staffing, Budgeting, and Equipping Your Police Department
 - Already budget a large amount to Community Affairs
 - Resources are borrowed from all divisions for community outreach as needed
 - Actions to be taken:
 - Budget additional funds to community outreach (Q1, 2022)
 - Budget additional funds for technology that will assist in creating greater transparency (body cameras, software to track and share more information with the public) (Q1, 2022).
 - A request has been made to Central Square (report system) to be able to track race on any police contact which will help the OCSO analyze the demographics of individuals that they come in contact with (Q1, 2021)

B. Employing Smart and Effective Policing Standards and Strategies.

- Procedural Justice and Community Policing
 - Actions to be taken:
 - Promote the Principled Policing training (Q2, 2021)
 - Promote Mohawk Valley Crime Stoppers to encourage citizens in the community to volunteer vital information helpful to law enforcement agencies to fight against crime (Q2, 2021)
- Law Enforcement Strategies to Reduce Racial Disparities and Build Trust
 - Actions to be taken:
 - Promote training in areas of cultural diversity to assist deputies in understanding the diverse population of Oneida County (Q3, 2021)
 - Implement a revised Bias-Based Policing Policy (Q2, 2021)
 - This review has already begun.
 - Community Outreach

- Partner with NAACP to promote a better understanding of the black community and what their concerns/feelings are towards law enforcement (Q3, 2021)
 - Partner with The Center (refugee population) to gain a better understanding of the diverse population in the County (Q3, 2021)
 - Community Engagement
 - Actions to be taken:
 - Continue its Community Affairs Unit
 - Senior Talks- scams, medication, VINE, Project Lifesaver, Yellow Dot Program (continue to expand)
 - School Talks- safety topics, drug education, driver safety, domestic violence (continue to expand)
 - Food Distribution (continue to expand)
 - Community Events-“Community Coffee,” Sheriff’s Office tours, K9 demonstrations (to recommence post COVID)
 - Car Seat Check/Installation (increased advertising Q2, 2021)
 - Honor Guard- funeral and memorial services, naturalization ceremonies, other civic and community events (continue to expand)
 - Facebook Live presentations (continue to increase frequency)
 - Promote “Fight Crime, Invest in Kids” (Q2, 2021)

C. Fostering Community-Oriented Leadership, Culture and Accountability.

- Leadership and Culture
 - Actions to be taken:
 - Put together a training program for supervisors that is focused on mentoring and being a role model for OCSO employees of lower rank (Q4, 2021)
- Tracking and Reviewing Use of Force and Identifying Misconduct
 - Actions to be taken:
 - Review and revise the Use of Force Policy with the County Attorney’s Office, taking into consideration comments from the committee members and members of the public (Q2, 2021)
- Internal Accountability for Misconduct
 - Actions to be taken:
 - Review and revise the Internal Affairs Policy with the County Attorney’s Office to reflect concerns discussed among committee members (Q2, 2021)
 - Review and revise the Vehicles Pursuits Policy to make annual review of pursuits mandatory (Q2, 2021)
- Citizen Oversight and Other External Accountability
 - Actions to be taken:
 - Form a review committee composed of members of the public and Sheriff’s Office employees that will review, discuss, and provide proposed revisions to OCSO policies on an annual basis (Q4, 2021)
- Data, Technology and Transparency
 - Actions to be taken:

- Work to ensure better and more timely citizen access to use of force data and personnel complaint incidents and outcomes. This may include posting additional statistics on the OCSO website for public viewing (Q4, 2021)
- Work with the County Attorney's Office to respond more quickly to FOIL requests (Q1, 2021)

D. Recruiting and Supporting Excellent Personnel.

- Recruiting a Diverse Workforce
 - Actions to be taken:
 - Continue to conduct outreach with community-based groups to increase interaction with youth and potential employees (Q2, 2021)
 - Increase Social Media Advertisement to attract diverse candidates and raise awareness of:
 - Available positions
 - Civil service requirements
 - Availability of police academies and other opportunities (Q3, 2021)
 - Pathways to Justice – increasing interest in careers within the public safety field (Post COVID pandemic, Q1, 2022)
- Training and Continuing Education
 - Actions to be taken:
 - Continue to require Implicit Bias Awareness Training for all OCSO officers (Q2, 2021)
 - Partner with the United Way of the Mohawk Valley and Utica's Empire State Poverty Reduction Initiative to participate in role-playing a real life poverty/homeless situation (post COVID Pandemic, Q1, 2022)
- Support Officer Wellness and Well-being
 - Actions to be taken:
 - Promote the employee assistance plan. It is typically included in at least one training per year. The OCSO will increase the frequency of promotion of the employee assistance plan (Q4, 2021)
 - Instill a culture of wellness
 - Structured de-briefings
 - Peer support (Q4, 2021)

XIII. Conclusion.

Oneida County will continue to work closely with its community partners to ensure that the Oneida County Sheriff's Office maintains a standard of excellence and consistently provides the highest possible level of law enforcement services to the community. Oneida County recognizes the importance of public safety throughout the community and is committed to utilizing all resources available in order to ensure the safety and well-being of its citizens.

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