

NYS Police Reform and Reinvention Collaborative  
Executive Order No. 203

DRAFT PLAN  
for the  
Village of Frankfort  
&  
Town of Frankfort



February 2021

Prepared and Presented by:  
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# ACKNOWLEDGEMENTS

The Village and Town of Frankfort would like to recognize and thank the many people whose assistance has made the completion of the New York State Police Reform and Reinvention Collaborative Executive Order No. 203 of 2020 a reality.

## Village of Frankfort Village Board

- Village Mayor, Richard D. Adams Jr.
- Village Trustee, Colleen M. Bentley - Ciccone
- Village Trustee, James Caiola
- Village Trustee, Peggy Husnay – Maneen
- Village Trustee, Justin Smithson

## Town of Frankfort Council

- Town Supervisor. Glenn D. Asnoe
- Councilmember, Joseph Tamburro
- Councilmember, Michael S. Testa
- Councilmember John L. Wallace

## Town & Village Police Department

- Police Chief Matthew Palumbo

## Village & Town Residents and Stakeholders

## Village & Town Employees & Staff

## Consultant

Theresa Wilson, CEO  
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# INTRODUCTION

## New York States Executive Order 203

This plan is intended to aid the Village and Town of Frankfort, New York and their respective Police Departments by ensuring that law enforcement services provided are reflected in a fair and just manner in their policies and practices. The Village and Town of Frankfort submits this plan collectively pursuant to New York State Executive Order 203 (hereinafter E.O.203). The plan was developed through a collaborative effort with support from Mayor Richard D. Adams Jr., Supervisor Glenn D. Asnoe, Village Trustees, Town Council, Police Chief Matthew Palumbo, community stakeholders and the residents of the Town and Village of Frankfort.

On June 12<sup>th</sup>, 2020, Governor Andrew M. Cuomo signed E.O.203 in response to police involved deaths of unarmed civilians, predominantly black and African American men. These deaths have undermined the public confidence and trust in our system of law enforcement and criminal justice. Governor Andrew M. Cuomo stated that the “government has a responsibility to ensure that all of its citizens are treated equally, fairly, and justly before the law” (E.O.203).

Within the mandate, there are five requirements for municipalities to comply with. These requirements (E.O.203 paragraphs 11-21) in summary are as follows:

1. Perform a comprehensive review of Use of Force policies;
2. In coordination with the Police Chief, develop a plan that addresses items including but not limited to:
  - a. Implicit Bias Training
  - b. De-escalation
  - c. Hot-Spot Policing
  - d. Environmental Design to Deter Crime
  - e. Community Based Outreach
  - f. Violence Prevention Programs
3. Allow for ‘stakeholders’ to participate in voicing police related concerns;
4. Create a Draft Plan that will be offered for public comment, ratify draft with comments as appropriate, and formalize Final Plan;
5. Municipal Board to adopt Final Plan and submit to State Budget Office.

The Governor’s mandate requires municipalities to “modify and modernize policing strategies, policies, procedures and practices, and to develop practices to better

address the particular needs of communities of color to promote public safety, improve community engagement, and foster trust" (E.O.203 paragraph 11). This mandate is specifically targeted to communities that have a higher level of diversity, increasing levels of distrust in their law enforcement agencies, and portions of their communities that are unjustly treated. The Village and Town of Frankfort willingly embraced this mandate as a community with extremely low residential diversity, a high level of community trust in their law enforcement officers, and no history of 'hot-spot' policing.

The Village and Town of Frankfort have committed to the full review of their police policies, practices, and procedures to ensure that all its citizens and community stakeholders are guaranteed equal and fair treatment from its police departments. This plan enhances the Village and Town of Frankfort's Police Departments by continuing to provide the residents and stakeholders with the highest caliber of police services within the municipal boundaries.

In alignment with E.O.203, the Village and Town of Frankfort engaged in a collaborative effort with community stakeholders through an online resident survey and one public forum to receive feedback on the performance and community perception of the Police Departments. Through this community collaboration, the Village and Town of Frankfort Police Departments have implemented modifications to its policies and procedures that are further detailed in this plan. This plan warrants the continued commitment of the Police Departments, Town Officials, and Village Officials to serving all the people of their communities.

## DYNAMICS OF RURAL COMMUNITY POLICING

Policing in small rural towns like the Village and Town of Frankfort is unlike today's publicized policing tactics that we see on mainstream media. Though small municipalities are never immune to the issues of urban city law enforcement, the issues that small community police departments have are unique to their community. These issues are dependent upon the geographical location of the community, racial make-up of residents and tourist, average age of residents, proximity to colleges and universities, affordable housing, employment opportunities, political activity within the municipality, and many additional factors.

Rural policing in the Village and Town of Frankfort is inherently based deep in community policing tactics with a moderately high level of community engagement. The Village and Town of Frankfort's Police Departments utilize broad functioning, enabling staff to not only be law enforcers but multi-faceted government ambassador. The ambassador role includes but is not limited to problem solving, conflict resolution, crime reduction, youth mentors, home protectors, traffic mitigators, and de-escalators.

The Bureau of Justice Administration and the National Police Foundation conducted listening sessions in 2019 (USDOJ.gov, 2019) that specifically addressed small community policing needs. These sessions concluded the following issues:

- The increase of opioid and methamphetamine related suffering and crime\*
- Recruitment problems of competing with urban police department salaries\*
- Lack of staffing for joint efforts such as highway drug interdiction teams.
- Expense of body worn cameras, mobile computers, and license plate readers\*
- Lack of resources for dealing with mental health issues.
- The strain on small staffs of processing emergency detention orders.
- Time consumption and other difficulties of applying for grant funding\*
- Additional technology needed for forensic investigations.

The Village and Town of Frankfort addressed issues relating to four of these conclusions (\*) in their preliminary meeting with Olio Consulting. The COVID-19 pandemic has exacerbated these issues due to:

1. Officers on patrol are quarantined causing extreme staffing shortages,
2. The municipal tax revenues are below average which is reducing annual budget allocations, and
3. An increase in community distress due to the pandemic's isolation

Pandemic related issues are greatly increasing police service demands for the Village and Town of Frankfort. These include tenant/owner non-payment issues, mental health service calls, increase in out of town traffic on local Highways, and drug related crimes.

Within the Village and Town, there is a high level of mutual trust and openness between the Village and Town Officials, Police Departments, and the community. The Village and Town of Frankfort did experience small, respectful protesting in collaboration with the Black Lives Matter movement. The community organizers were diligent about working with the Police Chief and notifying them of their plans for the event. The Police Department was on scene to protect the activists from any traffic issues or counter-protesters. The event was successful and no citations issued or arrests made. The Mayor, Supervisor, and the Police Chief have been defined as '*very approachable*' in regards to residents feeling safe to bring concerns to their public officials.

The community members are willing to approach Village and Town Officials regarding how these movements are impacting the Village and Town of Frankfort. Through open and honest dialogue, the community continued to establish and strengthen their trust in not only the Village and Town Officials but the Police Department as well.

# MUNICIPAL CHARACTERISTICS & SERVICE SUMMARY

## OVERVIEW

The Village and Town of Frankfort are located in the Southern Zone of Herkimer County, New York. Situated in Central New York with the Erie Canal and Mohawk River to the North, Frankfort is surrounded by rolling hills and deep river valleys. Route 5S is a main thoroughfare running through the municipalities that provides direct rural access to Utica.

### TOWN OF FRANKFORT

The Town of Frankfort's population has held steady around 7,800 residents located throughout 36.53 square miles. The Town was incorporated in 1863 with a population of roughly 1,000. The town's racial makeup is predominately white with an estimated diversity of 3%. This percentage includes African American, Native American, and Asian residents.

The Town Police Department consists of 3 full-time and 13 part-time officers. The annual budget allotment for Police Services is \$369,700 out of a \$4,075,688. The Town Police Department does not currently utilize body worn cameras due to the significant costs of file storage and staffing for discovery retrieval.

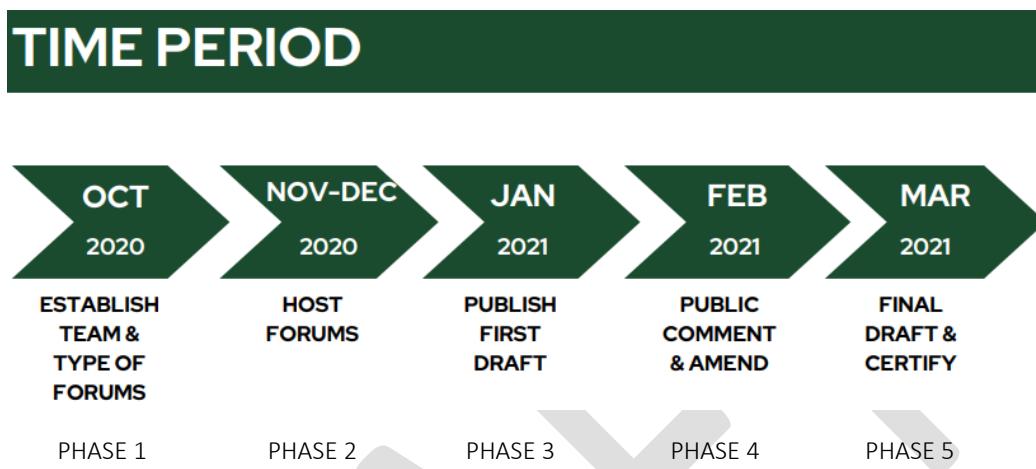
### VILLAGE OF FRANKFORT

The Village of Frankfort's population is approximately 2,500 and is fully encompassed within the boundaries of the Town of Frankfort. The Village is measured at 1.03 square miles and was incorporated in 1863. Their diversity rate is just under 3% and includes African American, Native American, Asian, and Pacific Islander in their population.

The Village Police Department consists of 4 full-time and 16 part-time officers. Police Services were allocated \$409,834 in the 2020-2021 budget with the overall budget just under \$2,000,000. The Village Police Department does not currently utilize body worn cameras due to the significant costs of file storage and staffing for discovery retrieval.

## REFORM PROCESS & TIMELINE

The Police Reform and Reinvention Collaborative process for the Village and Town of Frankfort consisted of five stages stated below.



### PHASE I: PLANNING

#### Establish Team and Type of Stakeholder Forums

Olio Consulting began to assess the Village and Town of Frankfort Police Departments with Chief Palumbo, Mayor Adams, and Supervisor Asnoe on the status of the department and E.O.203 in early September 2020. This included a brief review of the existing 407-page Village/Town Police Policy Manual, the police officer job application forms, departmental staffing, duties of officers within the Village and Town, and the departmental objectives. The Police Policy Manual is a shared document that is reflective of the municipality (Town or Village).

Upon completion of these preliminary reviews, Olio Consulting made recommendations to the Town and Village. These recommendations included:

1. The updating of the police policy manual to be consistent with amendments in current laws and community needs,
2. Increase in available training for officers, and
3. The need for community input to incorporate public perception of the police.

The existing Policy Manual is extensively thorough to provide not only public protections, but clear officer directives as well. These policies, when created were intensively thought out to provide language that is clear and just.

The stakeholder inclusion process was agreed upon after assessing current and past community involvement. The Village and Town officials wanted to include the community in the safest and most inclusive process possible during the COVID-19 Pandemic to generate real feedback from the community. The determination to host an online survey and one in-person meeting for the sole purpose of discussing policing within the Village and Town of Frankfort was agreed upon.

## **PHASE II: LISTENING & LEARNING**

### **Hosting Forums**

The Village and Town of Frankfort's Community Online Survey was released to the public on December 15, 2020 and was appropriately noticed to the public. The survey was also available in a hardcopy for those residents who did not have access to a computer or smart phone to complete the survey. Sixty-one participants completed the survey, which is included in Appendix II.

One *Community Listening Session* was hosted in-person at the Village Town Hall, 201 Third Avenue, Frankfort, New York. This meeting was held on January 28, 2021 at 6:00 pm and was appropriately noticed on both municipal websites, Facebook Pages, and the local papers. Chief Palumbo, Mayor Adams, and Olio Consulting were present in the building at 5:30 pm and awaited public attendance until 6:30 pm. There were no participants in attendance and no comments were submitted prior to the meeting. There was no quorum at this meeting as no Village or Town business was to be conducted, only listening to the community.

Community involvement in the Village and Town of Frankfort government meetings has been historically minimal. The community does not have regular attendance at Village Trustee or Town Board meetings and if questions arise, they are typically addressed directly to the Village or Town prior to public meetings. The Village and Town Officials are actively involved in their communities and are often approached if resident concerns arise.

### **PHASE III: DRAFT OF PLAN**

#### **Publish First Draft**

This document serves as the draft plan to meet E.O.203. This draft plan is still a dynamic document and changes can be implemented until adopted by the Village and Town of Frankfort municipal boards.

### **PHASE IV: PUBLIC REVIEW OF DRAFT PLAN**

#### **Public Comment and Amendments**

The stakeholders in the community will have the opportunity to comment on this document prior to it being adopted by the Village and Town of Frankfort individually. Due to prevalence of COVID-19 still being a risk, this document will be uploaded on the Town and Village of Frankfort's websites for public review and comment for 10 days. Public notice will go out as the draft becomes available.

### **PHASE V: ADOPT AND SUBMIT REVISED PLAN**

#### **Final Plan and Certification**

All public comments will be read, assessed, and implemented into the plan if viable to the Town and Village of Frankfort. The draft plan will be modified with appropriate public comments and submitted to the municipal boards. This final plan will be adopted through resolution and submitted to the State Budget Director prior to the April 1, 2021 E.O.203 deadline.

## POLICE POLICY REVIEW AND MODIFICATIONS

The Town and Village of Frankfort's Police Departments were aware that outside assistance was needed to comply with E.O.203 and provide the community with the elimination of any traces of racial bias within their polices. The Town and Village of Frankfort does not have significant staff that are experts in police policy or racial discrimination within those polices. After a brief discussion, the Mayor and Supervisor decided to interview Olio Consulting and shortly thereafter hired them to guide them in fulfilling E.O.203.

The Town and Village of Frankfort utilize a Police Policy Manual that was created in collaboration with multiple North County Police Departments originally dated 2004 and has been updated accordingly throughout the years. The multiple Chiefs of Police have done an exceptional job at keeping this manual updated as laws and regulations have changed throughout the last 16 years. With budgetary constraints and challenges of maintaining full staffing levels, the policy manual was shifted down in the priority list.

The 407-page manual was reviewed not only for any existence of discriminatory language, but also to ensure compliance with 2020-2021 laws and regulations. There were existing polices that were not applicable to the Town and Village of Frankfort and these sections were removed in their entirety. These policies included S.W.A.T. Operations, Canine Officers, and Tear Gas Deployment.

The existing manual details policies and procedures for many of the items that E.O.203 requires to be reviewed. This includes the following policies:

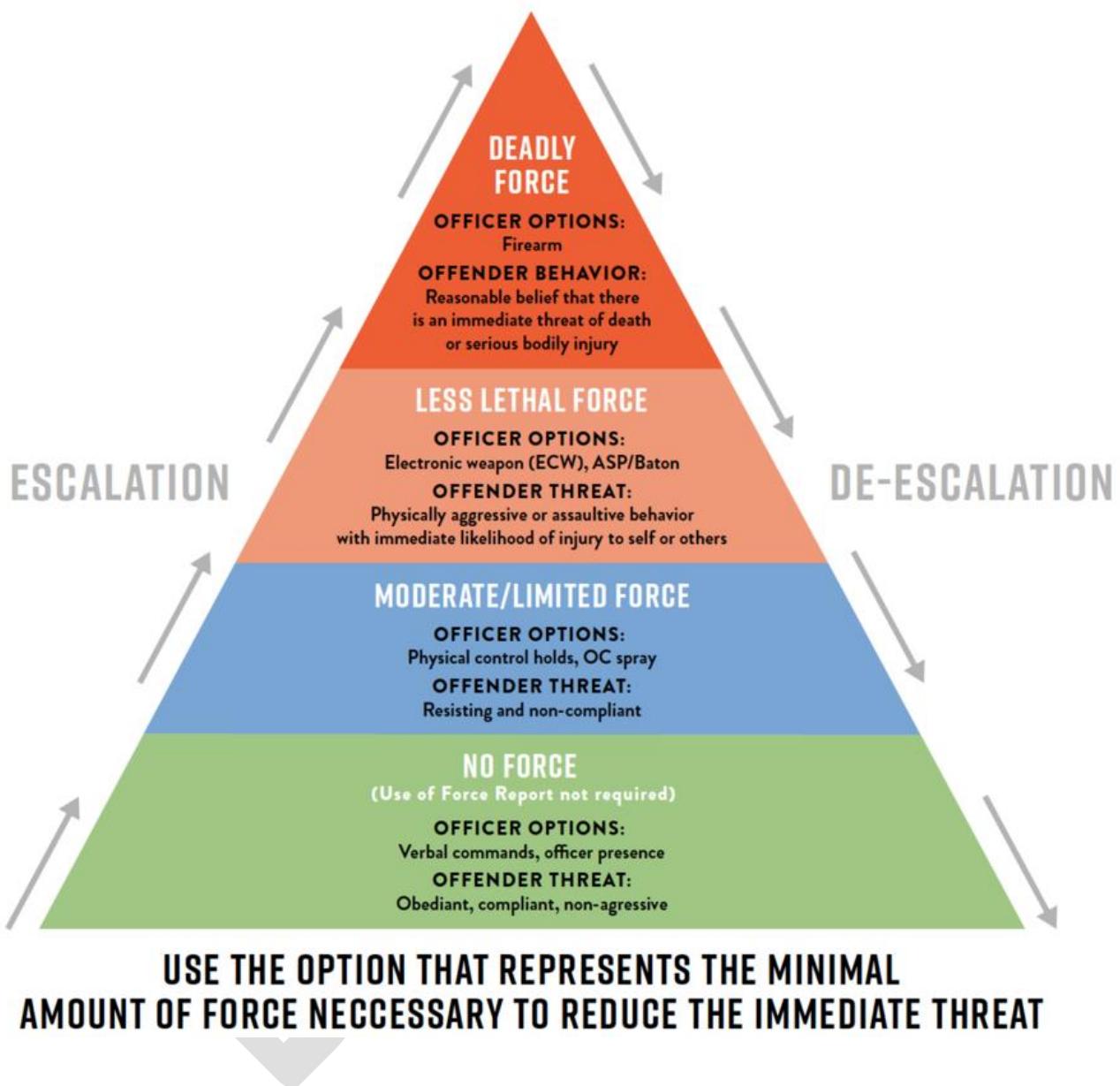
- **Section 2.16 Racial & Bias Profiling:** Which strictly prohibits officers from using any race-based identifiers in selecting whom to stop and search.
- **Section 3.05 Discipline & Accountability:** Ensuring officers are held accountable to the policies, practices, and procedures detailed in the Policy Manual.
- **Section 3.14 Community Relations:** Enabling the agency to be committed to correcting actions which contribute to community tensions.
- **Section 4.27 Mentally Ill Persons:** Providing officers guidance on how to assess and approach a situation for someone who may be suffering from mental illness.

All policies were reviewed by Olio Consulting and Chief of Police for any presence of racial bias written into the policies or implemented into practices and procedures. Many of the flagged items were not race-based discriminatory policies, but primarily an update in appropriate language and policies that required a more thorough definition. Additional language, specifically “without discrimination”, was implemented throughout the manual to enhance existing anti-discriminatory policies. This additional language not only protects the community residents and stakeholders but provides clear directives to the officers to perform their duties without discrimination.

The Town and Village of Frankfort’s Use of Force Policy is detailed in Section 5.01. The policy begins with a strong foundation through stating *“Human life is sacred. Protecting innocent human life is the most important mission of the Town/Village of Frankfort Police Department”*. The Chief of Police and the Town and Village Officials all value this statement as the core foundational policy of the manual. Their dedication to keep their community safe regardless of race is proven through the lack of any race based complaints for over ten years in either municipality.

This policy defines acceptable use of force and utilizes the Use of Force Continuum. This Continuum provides officers with a foundational structure of the level of force necessary for encounters with the public. The policy clearly defines how officer discretion is critical, but the need for accountability and control of police activities is necessary to prevent potential abuses of authority. The policy continues to advise officers to always implement the least amount of force needed to control a situation. The option for officers to implement any use of force that restricts airflow has been eliminated.

# USE OF FORCE CONTINUUM



## RECRUITMENT AND HIRING PROCESS

The municipalities and Police Departments undertake fundamental risks in hiring each officer as these officers are tasked with an immense amount of responsibility. The process for hiring full time officers is to utilize the existing Herkimer County Civil Service eligibility list. Part-time officers are hired through a department specific application. This application consists of the basic information needed to hire officers to ensure they meet the minimum qualifications. Selected officers for both part-time and full-time positions will then begin the interview process with the Village and Town. This includes necessary background checks, intensive interviewing, and additional screening for good moral character.

With the majority of the Police Department consisting of part-time officers, the recruitment process can be a significant challenge. Part-time officers historically are full-time members of surrounding municipalities. The ability for a non-law enforcement person to fill a vacant part-time role is more costly for the municipality, as this untrained civilian must be put through police training at the expense of the Village and Town of Frankfort. The benefits of recruiting existing law enforcement officers to fill these part-time roles has significant financial savings, but there are also concerns in this practice.

One serious concern brought up throughout the state is that the unwritten reference practices are currently prohibitive of releasing information about an officer who may have not upheld the standards of their respective department. This practice is to reduce liability for the former employer if a candidate is not hired. In hiring new officers, there is no process to enable municipalities to screen out nuisance officers who may have 'resigned' from their former organization due to an infraction. Rural municipalities are driven by cost-effective behaviors, so for a small organization to pursue legal proceedings against an officer is never the best option. A forced resignation agreement is quicker, more cost-efficient, and obtains fewer negative media stories for all parties involved.

It is the duty of the hiring team and the available processes to ensure applicants are vetted to act with the highest level of professional discretion to protect the public regardless of race. It is beneficial for the State to work collaboratively with Unions to ensure municipalities and community stakeholders are protected from officers who may not uphold the integrity of their respective department.

# DEPARTMENTAL GOALS

## SHORT TERM GOALS

Chief Palumbo, Mayor Adams, and Supervisor Asnoe have been working collaboratively on improvements within the department since before Palumbo's leadership appointments. They have already implemented various procedures to increase accountability, transparency, and communication between the department and municipalities.

The following list is based upon departmental goals for the next 12-24 months:

*\*List has been minimized due to the fiscal constraints of COVID-19*

- Implement amended Policy Manual into practice.
- Complete department training on new Policy Manual.
- Officer training requirements to include Diversity Training.
- Provide training opportunities for officers in de-escalation and mental health awareness for officers who do not receive it at another law enforcement agency.
- Increase officer involvement within the community in official capacities. (limited ability during COVID-19)

## LONG TERM GOALS

The long-term objectives are contingent upon the fiscal strength not only of the Village and Town of Frankfort, but the State of New York as well. Incorporating the technology into policing to increase accountability comes with a significant cost. While the cost to maintain vehicles and existing equipment can be planned for, acquiring and maintaining new equipment requires long-term financial planning.

The following list is based upon departmental goals for the next 24-60 months:

- Increase officer involved programming in the community, such as youth programming and community education.
- Incorporate officer worn video surveillance system and video retention system to increase departmental accountability (\*Reliant upon fiscal health of State and local municipalities).
- Increase use of social media platforms to notify the community of possible health and/or safety concerns and officer engagements.
- Make all publicly utilized police forms available on municipal website.

## CONCLUSION

The Village and Town of Frankfort has diligently taken the time to review E.O.203 published on June 12, 2020 by Governor Andrew M. Cuomo. This was not a task that they rushed into or ignored. They were diligent in their methodology to ensure the most efficient and feasible plan for the stakeholders of the Village and Town of Frankfort.

The officials involved in implementing E.O.203 have thoroughly reviewed each policy, practice, and procedure to ensure that there is no room for racial bias in their community. Their decision on updating the current manual was based on feasibility to review polices and implement them within the departments. Though Lexipol, a police policy software system, was discussed in preliminary discussions, the feasibility to purchase and maintain such a product is outside the scope of the department at this time.

The community stakeholders were engaged in various formats to enable viable feedback to be provided. The survey produced only received 61 participants, but was viewed twice as many times as that on social media. The survey was kept short to allow for quick completion (approximately four minutes) for people and maintaining anonymity was an option. Only 18 participants chose to provide additional feedback in essay format and it was primarily positive reinforcement of services provided. The public forum was hosted at Village Town Hall (handicap accessible and exceeded COVID-19 regulations) in an in-person format to update the public on what has been completed up to that point and enable the community to speak freely on policing in their communities. As stated in Phase II section above, there were no participants in attendance.

Prior to E.O.203, Mayor Adams, Supervisor Asnoe, and Chief Palumbo have been working on increasing efficiency within the department and improving communication between the Police Department, Board of Trustees, and Town Council. Discussions and changes have included modifying reporting methods to ensure the Village Trustees and Councilmembers are informed, researching grant funding to offset taxpayer cost of items such as new equipment, and working with the community to provide various opportunities for officer engagement. Many of these items have been placed on hold due to COVID-19 and the necessity to social distance and reduce financial obligations.

The requirements stated in E.O.203 and summarized on page three have been fulfilled up to number four. Firstly, the policy manual was in need of comprehensive updates and changes were made to remove racial bias from all policies. This manual was reviewed internally and externally to ensure the needs of the residents of the Village and Town of Frankfort were met. Secondly, the Police Chief has already agreed to implement the new training recommendation of Anti-Bias Policing and Diversity in the Workplace Training for Police Officers. Thirdly, the community was provided the Consultants information to email any questions or comments throughout the process and a Community Listening Session was hosted. Lastly, this plan will be offered for public comment and feedback. These comments and suggestions will be assessed and implemented within the Final Plan prior to adoption.

Small community policing has significantly different challenges than urban city policing. With a combined population of less than 8,000 residents, the officers and government officials can create relationships with the community on a deeper level. The respective Police Departments are governed by the principles of community policing. These principles include a higher level of personal officer engagement with the community. In a thorough review of policies, practices, and procedures the Village and Town of Frankfort's Police Departments are fulfilling the community policing methodologies and following the manual directives.

Racial bias in police policies, practices, and procedures has no place in either large cities or small villages. The Village of Frankfort in collaboration with the Town of Frankfort have exceeded their due diligence in meeting the requirements of E.O.203 and has generated internal and external conversations about how policing tactics impact people differently. Their policies, practices, and procedures have been modified to be reflective of the objectives of E.O.203 and for the betterment of their Village and Town as a whole.

# APPENDIX I



No. 203

## EXECUTIVE ORDER

### NEW YORK STATE POLICE REFORM AND REINVENTION COLLABORATIVE

WHEREAS, the Constitution of the State of New York obliges the Governor to take care that the laws of New York are faithfully executed; and

WHEREAS, I have solemnly sworn, pursuant to Article 13, Section 1 of the Constitution, to support the Constitution and faithfully discharge the duties of the Office of Governor; and

WHEREAS, beginning on May 25, 2020, following the police-involved death of George Floyd in Minnesota, protests have taken place daily throughout the nation and in communities across New York State in response to police-involved deaths and racially-biased law enforcement to demand change, action, and accountability; and

WHEREAS, there is a long and painful history in New York State of discrimination and mistreatment of black and African-American citizens dating back to the arrival of the first enslaved Africans in America; and

WHEREAS, this recent history includes a number of incidents involving the police that have resulted in the deaths of unarmed civilians, predominantly black and African-American men, that have undermined the public's confidence and trust in our system of law enforcement and criminal justice, and such condition is ongoing and urgently needs to be rectified; and

WHEREAS, these deaths in New York State include those of Anthony Baez, Amadou Diallo, Ousmane Zango, Sean Bell, Ramarley Graham, Patrick Dorismond, Akai Gurley, and Eric Garner, amongst others, and, in other states, include Oscar Grant, Trayvon Martin, Michael Brown, Tamir Rice, Laquan McDonald, Walter Scott, Freddie Gray, Philando Castile, Antwon Rose Jr., Ahmaud Arbery, Breonna Taylor, and George Floyd, amongst others,

WHEREAS, these needless deaths have led me to sign into law the Say Their Name Agenda which reforms aspects of policing in New York State; and

WHEREAS, government has a responsibility to ensure that all of its citizens are treated equally, fairly, and justly before the law; and

WHEREAS, recent outpouring of protests and demonstrations which have been manifested in every area of the state have illustrated the depth and breadth of the concern; and

WHEREAS, black lives matter; and

WHEREAS, the foregoing compels me to conclude that urgent and immediate action is needed to eliminate racial inequities in policing, to modify and modernize policing strategies, policies, procedures, and practices, and to develop practices to better address the particular needs of communities of color to promote public safety, improve community engagement, and foster trust; and

WHEREAS, the Division of the Budget is empowered to determine the appropriate use of funds in furtherance of the state laws and New York State Constitution; and

WHEREAS, in coordination with the resources of the Division of Criminal Justice Services, the Division of the Budget can increase the effectiveness of the criminal justice system by ensuring that the local police agencies within the state have been actively engaged with stakeholders in the local community and have locally-approved plans for the strategies, policies and procedures of local police agencies; and

**NOW, THEREFORE,** I, Andrew M. Cuomo, Governor of the State of New York, by virtue of the authority vested in me by the Constitution and the Laws of the State of New York, in particular Article IV, section one, I do hereby order and direct as follows:

The director of the Division of the Budget, in consultation with the Division of Criminal Justice Services, shall promulgate guidance to be sent to all local governments directing that:

Each local government entity which has a police agency operating with police officers as defined under 1.20 of the criminal procedure law must perform a comprehensive review of current police force deployments, strategies, policies, procedures, and practices, and develop a plan to improve such deployments, strategies, policies, procedures, and practices, for the purposes of addressing the particular needs of the communities served by such police agency and promote community engagement to foster trust, fairness, and legitimacy, and to address any racial bias and disproportionate policing of communities of color.

Each chief executive of such local government shall convene the head of the local police agency, and stakeholders in the community to develop such plan, which shall consider evidence-based policing strategies, including but not limited to, use of force policies, procedural justice; any studies addressing systemic racial bias or racial justice in policing; implicit bias awareness training; de-escalation training and practices; law enforcement assisted diversion programs; restorative justice practices; community-based outreach and conflict resolution; problem-oriented policing; hot spots policing; focused deterrence; crime prevention through environmental design; violence prevention and reduction interventions; model policies and guidelines promulgated by the New York State Municipal Police Training Council; and standards promulgated by the New York State Law Enforcement Accreditation Program.

The political subdivision, in coordination with its police agency, must consult with stakeholders, including but not limited to membership and leadership of the local police force; members of the community, with emphasis in areas with high numbers of police and community interactions; interested non-profit and faith-based community groups; the local office of the district attorney; the local public defender; and local elected officials, and create a plan to adopt and implement the recommendations resulting from its review and consultation, including any modifications, modernizations, and innovations to its policing deployments, strategies, policies, procedures, and practices, tailored to the specific needs of the community and general promotion of improved police agency and community relationships based on trust, fairness, accountability, and transparency, and which seek to reduce any racial disparities in policing.

Such plan shall be offered for public comment to all citizens in the locality, and after consideration of such comments, shall be presented to the local legislative body in such political subdivision, which shall ratify or adopt such plan by local law or resolution, as appropriate, no later than April 1, 2021; and

Such local government shall transmit a certification to the Director of the Division of the Budget to affirm that such process has been complied with and such local law or resolution has been adopted; and

The Director of the Division of the Budget shall be authorized to condition receipt of future appropriated state or federal funds upon filing of such certification for which such local government would otherwise be eligible; and

The Director is authorized to seek the support and assistance of any state agency in order to effectuate these purposes.



BY THE GOVERNOR

*Andrew M. Cuomo*

Secretary to the Governor

G I V E N under my hand and the Privy Seal of the  
State in the City of Albany this  
twelfth day of June in the year two  
thousand twenty.

A handwritten signature in black ink that reads "Andrew M. Cuomo".

# APPENDIX II

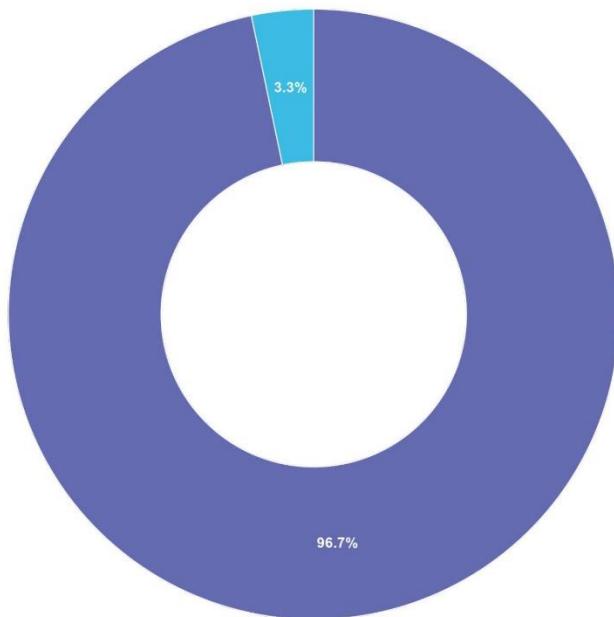


## Village & Town of Frankfort

Thank you for taking the time to provide your honest feedback about our Police Department and the service they provide. The results are used to enhance policing services and to direct the department as we strive to provide the most responsive, cost-efficient, and compassionate police services possible. Your answers are completely confidential and your identity will not be known.



**Q1** Do you live in the Village or Town of Frankfort?

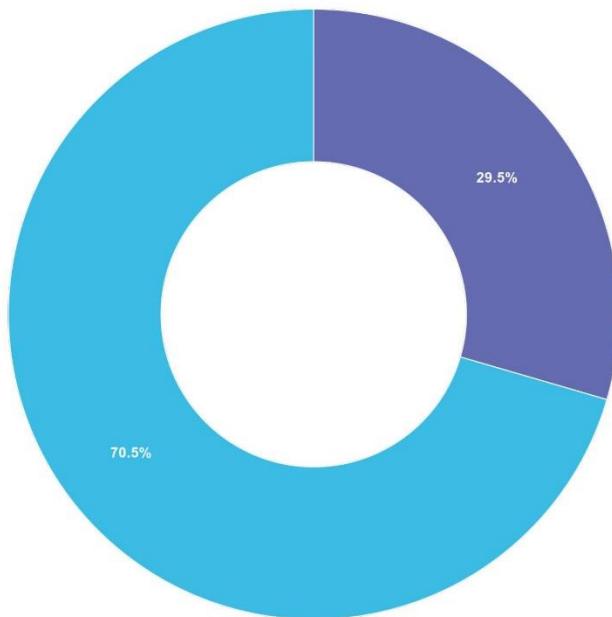


**Answered:** 61 **Unanswered:** 0

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Choice	Total
Yes	59
No	2

**Q2** Do you work in the Village or Town of Frankfort?

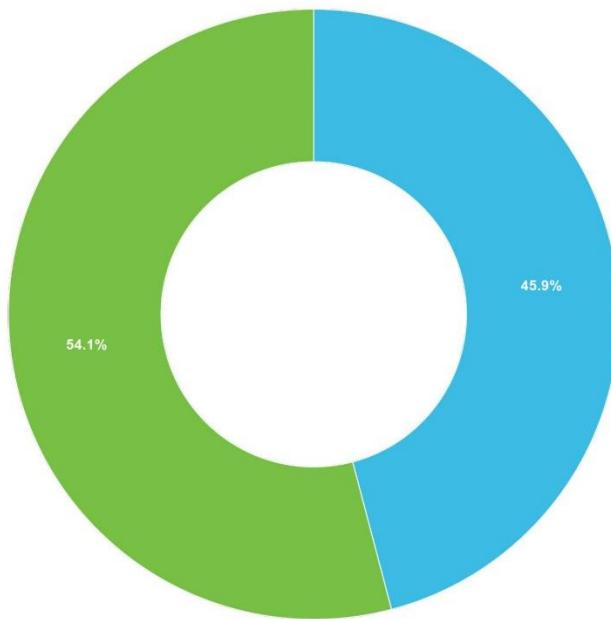


**Answered:** 61 **Unanswered:** 0

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Choice	Total
Yes	18
No	43

**Q3** How safe do you consider yourself in the Village and Town of Frankfort?



**Answered:** 61   **Unanswered:** 0

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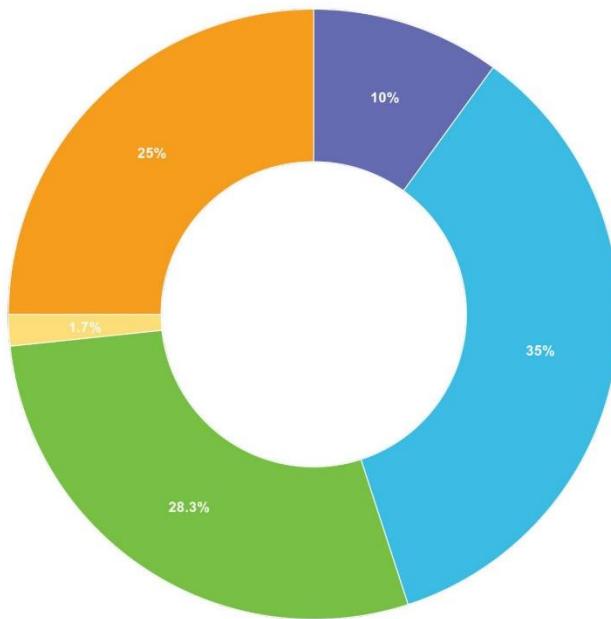
Choice	Total
Not Safe	0
Safe	28
Very Safe	33

**Q4** How would you rate the quality of service in the Village and Town of Frankfort Police Departments? (0= Poor, 5=Exceptional)



Answered: 60 Unanswered: 1

**Q5** In your opinion, what are the most serious crimes in your community?

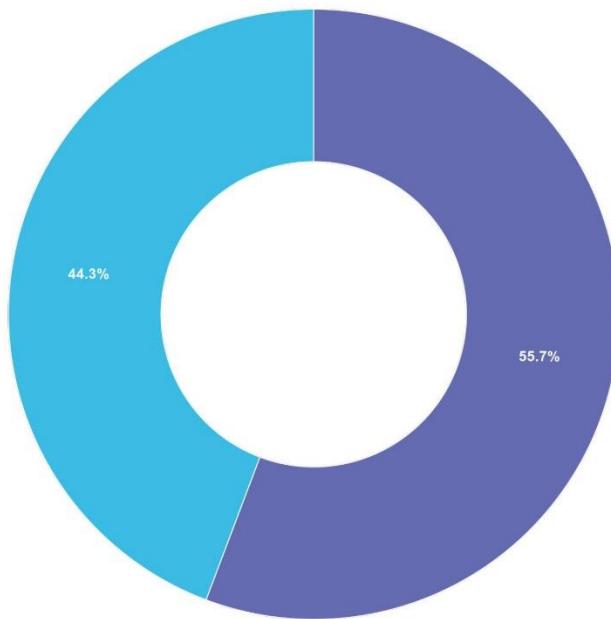


**Answered:** 60 **Unanswered:** 1

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Choice	Total
Auto Theft	6
Property Crime (burglary, theft, arson)	21
Drug Crime (dealing, use of drug in public places)	17
Social Disorder (public drinking, panhandling, homelessness)	1
Traffic (speeding)	15

**Q6** Have you ever been stopped by the Village or Town of Frankfort Police?

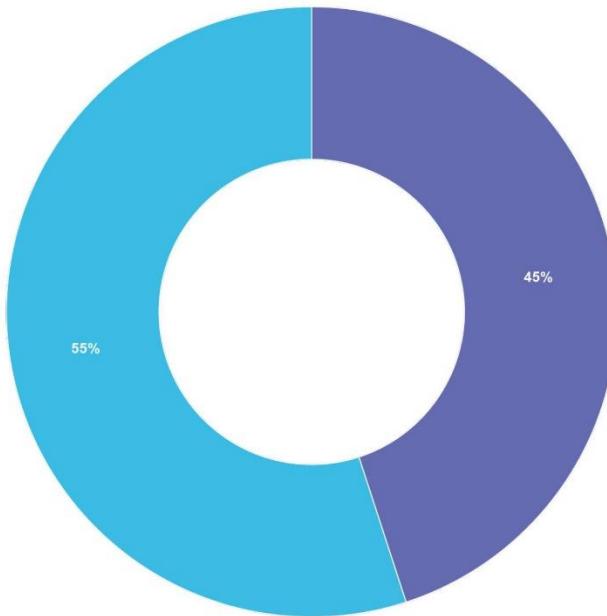


**Answered:** 61 **Unanswered:** 0

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Choice	Total
Yes	34
No	27

**Q7** Do you believe the racial makeup of the police department should be similar to the racial makeup of the community it serves, or is it unnecessary?

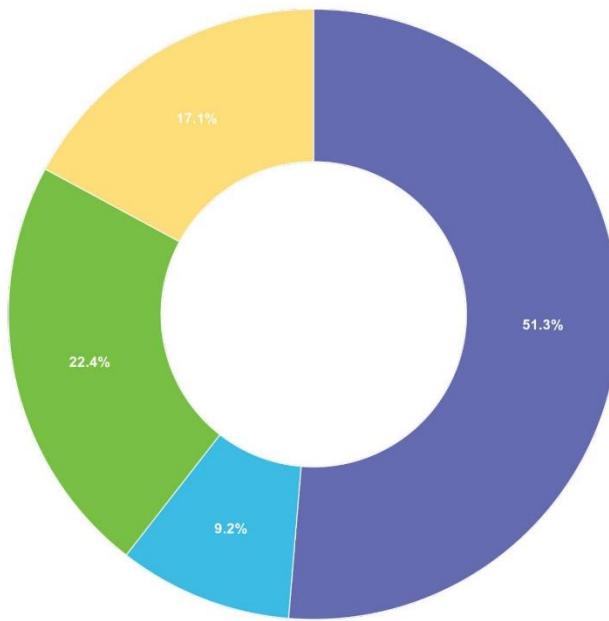


**Answered:** 60 **Unanswered:** 1

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Choice	Total
Yes, it should be the same.	27
No, it is unnecessary.	33

**Q8** In your opinion, where can the police improve their service?

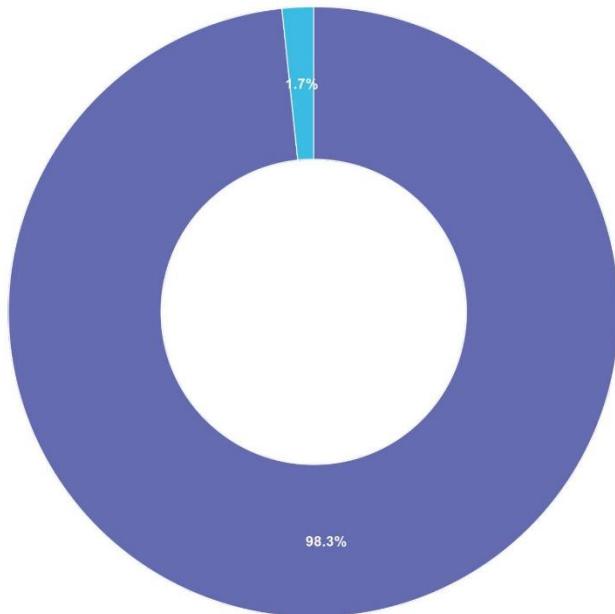


**Answered:** 59   **Unanswered:** 2

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Choice	Total
Community Programs (Youth Programming, Community Involvement)	39
Traffic Control	7
Property Protection	17
Increased Training (Diversity, DWI Detection, Traffic Control)	13

**Q9** In your opinion, do you feel that there is racial bias within the Village or Town of Frankfort Police Department?



Answered: 60 Unanswered: 1

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Choice	Total
No	59
Yes, please describe:	1