

	HRC Recommendation	Management Recommendation (from report)	Action Item	Current Status
Communications and Community Outreach				
HRC 1	We recommend the Durham Police Department regularly publicize their involvement in the community and neighborhoods via media outlets such as the local newspaper, Durham Police Department website, social media, etc.	Administration concurs with the recommendation and recognizes that the Police Department regularly promotes community and neighborhood involvement in the local media, the website and in social media. Administration is supportive of and will offer guidance in the hiring of a permanent Public Affairs Manager for the efforts described above.	Hiring of a Public Affairs Manager	8/21: The Police Department is proceeding with recruiting a Public Affairs Manager and hopes to have the position filled by late Fall.
			Development of a Communications Plan that includes ongoing monitoring of public/community relations efforts	8/21: Publicity efforts will continue and be further enhanced with advertising, public relations efforts and other methods when appropriate.
HRC 2	We recommend City Council find ways to increase awareness and improve attendance at PAC meetings.	Administration recommends a continuation of the efforts of NIS to boost PAC attendance.	Provide quarterly reports to the City Manager on the PAC meeting attendance beginning with the quarter that ends on September 30, 2014.	9/4: City has already begun to address this recommendation.
HRC 3	We recommend the Durham Police Department put more emphasis on promoting the Citizens Police Academy.	Outreach and efforts to improve diversity of and retain attendees should be enhanced, as evidenced by class sizes and demographic representation. Advertising and enhanced public relations efforts should be considered. Management recommends that evaluations be summarized and maintained, and that feedback be used to determine how to improve classes and reach more possible attendees. Once the curriculum is finalized, a brochure should be developed by the Department and distributed to help promote the CPA.	Finalize CPA curriculum	8/21: Ongoing. Promotional activities, as described in the Issues/Analysis section above, to promote the academy are continuing. Community Services Division command staff are discussing how to enhance the CPA.
			Develop Brochure	
			Translate brochure	
			Distribute and post online	

	HRC Recommendation	Management Recommendation (from report)	Action Item	Current Status
HRC 4	We recommend the Durham Police Department recruit from the community of Durham to create a pipeline to employment with the Durham Police Department.	Administration affirms the spirit of the recommendation and endorses a continuing focus on recruiting Durham residents while maintaining a commitment to always seek the most qualified applicants to become Durham police officers.	Police Department provides report on BLET academy recruits and graduation stats regarding residency.	8/28: Ongoing, with continuing monitoring
			Evaluate options to incentivize sworn police officers to reside in Durham.	8/28: Ongoing
			Annual report to City Council on sworn police officer residency statistics.	8/28: Ongoing
	Durham Police Department Policies			
HRC 5	We recommend psychiatric evaluations for all officers and employees of the Durham Police Department are required once every three years.	The Administration concurs with the Department's current practice as described in General Order 2005R-1 and finds no basis to support the recommendation of the HRC to require psychiatric evaluations for all officers and employees of the Department once every three years.	None	8/21: No further action needed.
HRC 6	We recommend that the vehicle camera remain operating at all times. Officers should not be allowed to disable the camera.	It appears that current practice satisfies the intent of these recommendations, though it falls short of the specific request to record and retain all video during a shift. Having reviewed peer cities and best practices, Administration concludes that the Police Department's current	None	8/21: Complete, with continuing monitoring.

	HRC Recommendation	Management Recommendation (from report)	Action Item	Current Status
HRC 7	We recommend digital copies of these recordings be maintained no less than 180 days.	practice is sufficient to document all officer interactions with the public. Administration will continue to hold the Department accountable for ensuring that policies are followed and strictly enforced to ensure the current system achieves the desired goal. Administration further affirms the 180 day video retention policy.	None	
Police Stops and Consent Searches				
HRC 8	We recommend the Durham Police Department communicate to citizens why they are being stopped or detained. The reason should be documented by the Durham Police Department in a form that is reviewable by the citizen.	The Administration recommends that the current practices outlined in GO 4052 R-1 continue but that the GO be reviewed to consider clarifying the intent of the Department and accompanied training by removing the word "normally" in each of the last two sentences of the section referenced herein.	Review General Order 4052 R-1 for changes to clarify the intent of the Department and accompanying training is clear and whether the word "normally" in each of the last two sentences should be removed.	9/4: Department review of GO 4052 R-1 completed by December 31, 2014.
HRC 9, 10, 11	9: We recommend that a written form be required for all consent searches. This form must be signed by the citizen/detainee and should be available in English and Spanish. 10: We recommend the Durham Police Department require all officers to	That all written consent to search forms be available in English and Spanish in every police vehicle that has exposure to requesting consent searches.	Develop Spanish version of written consent form.	8/21: Ongoing
			Have written consent forms available in all police vehicles.	8/21: Ongoing
		That GO 4004 R-2 be amended to clarify that every reasonable effort be made to ensure that both the In-Car Camera and microphone are working so as to document the request for consent and the provision or denial of that request, and that Officers will be encouraged to	Amend General Order 4004 R-2 to reinforce that every reasonable effort be made to ensure that In-car camera and microphones are activated and working during all traffic stops to document consent.	8/21: Ongoing

	HRC Recommendation	Management Recommendation (from report)	Action Item	Current Status
	<p>document with an incident report any encounter that requires a search of the person or property. This report should include a reason for the stop and search.</p> <p>11: We recommend supervisors and possibly professional standards review these reports for any irregularities.</p>	<p>employ the written consent to search form; however, the discretion will remain with the officer.</p>	<p>Amend General Order 4004 R-2 to clarify preference for written or otherwise documented consent for warrantless search of vehicles.</p>	<p>8/21: Ongoing</p>
		<p>That requests for consent to search by H.E.A.T. officers during traffic stops will be documented by audio or video recording or utilizing a signed consent form.</p>	<p>Amend or establish General Order requiring H.E.A.T. units to receive documented consent to search by video, audio, or written consent.</p>	<p>8/21: Ongoing</p>
		<p>That Electronic Traffic Stop Form submission software be adjusted to track the locations of traffic stops, as well as whether consent to search was given or denied.</p>	<p>Amend the Electronic Traffic Stop Form submission software to track locations of traffic stops and whether consent to search was requested, and then given or denied and by which method.</p>	<p>8/21: Ongoing</p>
		<p>That investigative encounters with citizens using a Field Contact or Intelligence Submission form to document investigative encounters be required.</p>	<p>Prepare a General Order requiring investigative encounters to be documented by Field Contact or Intelligence Submission.</p>	<p>8/21: Ongoing</p>
		<p>That the Department complete the evaluation of the utilization of body cameras and provide recommendations to the City Manager in conjunction with the FY 2016 budget process.</p>	<p>That body camera technology be evaluated for all officers and a report and recommendation regarding this technology be provided to the City Manager by 2/1/15</p>	<p>8/21: Ongoing</p>
		<p>That the Department by either General Order or command direction require written documentation of all investigative encounters.</p>	<p>Prepare or amend a General Order requiring written documentation of all investigative encounters.</p>	<p>8/21: Ongoing</p>

	HRC Recommendation	Management Recommendation (from report)	Action Item	Current Status
HRC 12	We recommend the Durham Police Department ensure that the traffic stop data is reviewed quarterly to track any irregularities. Should the data show unusual trends, it should be reported to the Chief of Police and reviewed by qualified independent analysts. Any reports should be made available to City Council for review within a reasonable time.	Administration concurs with the Police Department's actions to expand the fields of data being collected on traffic stops and the requirement that the data be analyzed on a semi-annual basis. The Administration also will direct that the Police Chief file a findings report to the City Manager within 60 days of this semi-annual review.	Expand the fields of data collected on traffic stops.	8/21: General Order to be revised no later than October 1, 2014.
			Command staff review traffic stop data biannually and transmit to City Manager with results of review.	8/21: Ongoing
Durham Police Department Training				
HRC 13	We recommend that the Durham Police Department collaborate with a national independent training organization, approved by the City Manager and City Council, to create and implement a racial equity training program for Durham police officers.	Durham has already begun the implementation of Fair and Impartial Policing. Accompanying this information is a memorandum from Chief Lopez that describes the program, DPD's involvement, and plans for further implementation. Also included is literature about the program itself. The administration recommends continuing with the full implementation of the program.	<p>The remaining task is to complete the scheduling of training for the remainder of the ranks.</p> <p>Finalize the schedule for sessions that will be offered by Dr. Fridell's organization.</p> <p>Establish the training schedule for the ranks that will involve DPD trainers.</p>	8/21: The plans for implementing the Fair and Impartial Policing curriculum are not final. DPD plans to begin the program fully in 2014. Thus far, the Department's training commander and three other officers have completed the train-the-trainer course. This year's Academy #39 will be the first new recruit class to complete the course in August 2014. Dates have been confirmed with

	HRC Recommendation	Management Recommendation (from report)	Action Item	Current Status
			Submit documentation of all training sessions to the City Manager within one week of each session, to include the personnel in attendance.	Dr. Fridell's team for the first week of October for all of the captains and lieutenants, along with a majority of the sergeants and corporals to go through the actual training course. The Department is working with Dr. Fridell to secure dates for the course to be offered to the executive and command staff along with the remainder of the sergeants and corporals. The training will be mandatory for all Durham Police officers and will be a permanent offering for all new recruits before they report for field training. The Department training staff will coordinate all aspects of the training and their work in this area has already begun.
HRC 14	We recommend that racial equity, mental health, and crisis intervention training be made part of new recruit training.	Administration supports DPD's current racial equity and mental health training practices for new recruits. Administration also supports the current practices related to officer inclusion and selection for CIT.	None	8/21: Administration supports DPD's current racial equity and mental health training practices for new recruits. Administration also supports the current practices related to officer inclusion and selection for CIT.

	HRC Recommendation	Management Recommendation (from report)	Action Item	Current Status
HRC 15	We recommend the Durham Police Department enhance their mental health and crisis intervention training for those officers who interact regularly with the community.	The need to have officers well trained in dealing with mental health and crisis intervention issues is undisputed. Given the widespread use of the current crisis intervention training model, Management believes the current curriculum is appropriate for use in the department. Administration will continue to support exposing as many officers as possible to this training, and will hold department leadership accountable for meeting or exceeding guidelines for the number of officers trained in this area. Administration further directs the Durham Police Department to continually review and implement new offerings in the area of mental health and crisis intervention training when these offerings are deemed to improve upon our current training program. Finally, management will endeavor to support all efforts to secure new resources to fund specialized personnel and/or programs dedicated to the care of residents in need of mental health or crisis intervention services.	None	8/21: Complete, with continuing monitoring.
HRC 16	We recommend the Durham Police Department job performance evaluation include a review of stop/search data for irregularities in conduct and policy.	The City's Performance Management System and the Early Intervention System described in the Issues/Analysis section provide the basis for effectively setting comprehensive employee performance standards in results and behaviors that align with both organizational goals and objectives, and community expectations. The Police Department also has the foundation in place to build on a system that collects and uses data appropriately to better refine and discover irregular or undesirable behavior for	Review the Police Department's early intervention system's (Professional Excellence Program) behavioral alert indicators and current mandatory referral activities for sufficiency and effectiveness, and include documentation that a review of stop/search data has been included by December 31, 2014 for the 2015 calendar year.	8/21: The evaluation of the Professional Excellence Program was completed on January 16, 2014 for 2013. The recommendation will be included in the 2014 evaluation.

	HRC Recommendation	Management Recommendation (from report)	Action Item	Current Status
		<p>referral to an Early Intervention System.</p> <p>It is recommended that the Early Intervention System's current behavioral alert Indicators and mandatory referral activities be reviewed to insure alerts and supervisory follow-up are sufficient and effective. As a strategy to improve effectiveness, the department should consider the use of "rates" of policing activities compared with other officers similarly assigned. The Police Department should carefully determine thresholds for alerts and intervention in the context of organizational priorities. After this review and update of the system, the data generated should be used in both the management and development of employees through performance feedback (quarterly coaching sessions and annual performance reviews.)</p> <p>It is not recommended that a job performance</p>	<p>Submit a copy of this evaluation to the City Manager by December 31, 2014 that documents the review and describes the methodology to be used to set the threshold for alert and intervention regarding stop/searches, and how the data generated will be used by supervisors and department management in quarterly coaching sessions and annual performance reviews.</p> <p>Amend GO 1050 to include irregular stop/search data as a referral activity to the Professional Excellence Program by January 31, 2015.</p>	<p>8/21: Evaluation will be submitted by December 31, 2014.</p> <p>8/21: GO 1050 will be amended by January 31, 2015.</p>

	HRC Recommendation	Management Recommendation (from report)	Action Item	Current Status
HRC 17	We recommend a yearly training needs analysis in order to make any adjustments necessary to meet the needs of the community.	A review of the Department's procedures for evaluating training needs and incorporating new training topics into the curriculum seems to demonstrate that the Department is meeting or exceeding the objective called for in the HRC recommendation. Administration recommends that interested groups or individuals should contact the Durham Police Department's training division if they wish to learn more about current offerings or suggest topics for training that should be enhanced. Administration will always support maximum transparency regarding the subjects and frequency in which our staff are being trained.	None	8/21: Complete, with continuing monitoring.
Diversion Programs				
HRC 18 & 19	18: We recommend the City of Durham reach out to municipalities, such as the City of Seattle, WA, to make inquiries about their initiatives regarding making marijuana arrest a low priority.	That the Police Department complete a thorough review of the misdemeanor marijuana arrests for the period 1/1/13-7/1/14 to determine the existence of patterns or other information that explain the racial disparity in arrests over that period and report the findings of this review to the City Administration no later than January 1, 2015.	Review misdemeanor marijuana arrests for the period 1/1/13-6/30/14 to determine the existence of patterns or other information explaining racial disparities no later than 1/1/15 with an interim status report of the review provided to the City Manager by 11/1/14.	8/21: On-going.
	19: We recommend the City of Durham review the data and recommend whether to implement a similar initiative to the City Council.	That the Police Department institute a policy to require an annual review of misdemeanor marijuana arrests for unexplained disparities.	That a General Order be established providing for an annual review of misdemeanor marijuana arrests for unexplained disparities and reported to the City Manager no later than April 1 of the subsequent year.	8/21: On-going.

	HRC Recommendation	Management Recommendation (from report)	Action Item	Current Status
		That the City Council ask the Chief District Court Judge, Durham District Attorney, Durham County Sheriff, and the Durham Police Chief (through the City Manager), and others as deemed appropriate, to convene a discussion and make recommendations on programs and practices that reduce the criminal and financial impact on persons charged and/or convicted of misdemeanor marijuana possession, including expanded diversion and treatment programs and report said findings to the City Council and the County Commission through the Durham Crime Cabinet.	That the City Council ask the Chief District Court Judge, Durham District Attorney, Durham County Sheriff, and the Durham Police Chief (through the City Manager), and others as deemed appropriate, to convene a discussion and make recommendations on programs and practices that reduce the criminal and financial impact on persons charged and/or convicted of misdemeanor marijuana possession, including expanded diversion and treatment programs and report said findings to the City Council and the County Commission through the Durham Crime Cabinet.	None
	Citizens Police Review Board			

	HRC Recommendation	Management Recommendation (from report)	Action Item	Current Status
HRC 20	We recommend that City Council move to an alternate model where the complaints themselves, rather than the Internal Affairs review process, undergo investigation by the Citizens Police Review Board. (Reference: Nacole.org Models of Civilian Oversight in the United States: Similarities, Differences, Expectations and Resources)	Management recommends that initial complaints continue to be investigated by the Police Department. In the case of all City departments, Department Directors or their designees are instructed to seek resolution on complaints before pursuing alternate means. The Police Department is expected to adhere to the same practice.	Begin dialogue on Police-Community Relations during September 24, 2014 Civilian Police Review Board meeting.	8/21: Begin dialogue with Civilian Police Review Board members to ascertain how the Board can enhance community and police relations. This effort will begin within the next 90 days and will be ongoing.
HRC 21	We recommend City Council annually brings in a representative from The National Association for Civilian Oversight of Law Enforcement (NACOLE) to provide best practices training for the Citizens Police Review Board.	Obtain membership with NACOLE	Contact NACOLE to identify current peer city memberships.	9/4: Staff will follow up with N.C. peer cities to determine NACOLE membership and each municipality's experience with the NACOLE.
			Process payment for NACOLE membership	
		Identify trainings/technical assistance for CPRB members	Contact NACOLE about upcoming trainings/technical assistance for CPRB members.	
			Share training opportunities with CPRB during 9-24-14 Board meeting.	

	HRC Recommendation	Management Recommendation (from report)	Action Item	Current Status
HRC 22	We recommend City Council have oversight of the Citizens Police Review Board, including appointment of Citizens Police Review Board members. City Council should designate a staff attorney to advise the Citizens Police Review Board.	The Administration recommends that the procedures for selecting appointees to the Civilian Police Review Board be revised to provide for the Mayor and City Council to confirm the City Manager's selections for appointment.	That the procedures for selecting appointees to the Civilian Police Review Board be revised to provide for the Mayor and City Council to confirm the City Manager's selections for appointment.	9/3 Draft revisions to CPRB Procedure Manual
HRC 23	We recommend some members of the Citizens Police Review Board be appointed and selected through the PAC organizations that closely follow police procedures. By changing the make-up of the Citizens Police Review Board to require PAC district representation, we can ensure all geographical areas within the City of Durham are represented.	The Administration recommends that the City Clerk's Office notify PAC co-facilitators in conjunction with advertising vacancies on the Civilian Police Review Board, but the Board not be required to include members from each PAC nor that PAC- affiliated applicants receive deferential consideration.	Notify PACs of existence of vacancies on CPRB.	8/21: Completed. General notification change to PACs has occurred and will happen as vacancies occur.

	HRC Recommendation	Management Recommendation (from report)	Action Item	Current Status
HRC 24	We recommend the time allowed to appeal to the Citizens Police Review Board be extended to 30 working days after documented receipt of the Internal Affairs response. (CPRB 5)	Revise the relevant language in the Civilian Police Review Board Procedure Manual (Section 4.5) to extend the request for appeal from 14 calendar days to 30 calendar days. This change must be approved by the City Council. In addition to the Procedure Manual, any and all references to the 14 day appeal period would have to be revised as well (e.g., website and letters).	Create agenda item to amend Section 4.5 of the Civilian Police Review Board Procedure Manual. (October 9th Work Session & October 20th City Council Meeting) OR (October 23rd Work Session & November 3rd City Council Meeting)	9/3: The CPRB Procedure Manual is being reviewed to identify all changes that need to be revised so they can be addressed at one time by the Council.
		Determination Letters should be mailed with return receipt so the Clerk's Office, and CPRB, can determine whether Requests for Appeals have been submitted within 30 calendar days.	Work with DPD to revise the necessary document(s) to reflect the return receipt requirement. (NOT IN PROCEDURE MANUAL)	9/3: Following up with DPD
HRC 25	We recommend the complainant have 60 days to gather information, documents, evidence, etc. to submit to the Citizens Police Review Board.	Allow Complainants 30 calendar days, instead of 14 calendar days, to file a Request for Hearing with the CPRB.	Create agenda item to amend Section 4.5 of the Civilian Police Review Board Procedure Manual. (October 9th Work Session & October 20th City Council Meeting) OR (October 23rd Work Session & November 3rd City Council Meeting)	9/3: The CPRB Procedure Manual is being reviewed to identify all changes that need to be revised so they can be addressed at one time by the Council.
HRC 26	We recommend the Citizens Police Review Board appeal complaint form be made available in electronic form and a link to this form should be placed on the City of Durham Human Relations Commission web page.	Develop an electronic form of the Request for Hearing ("Appeal") Form.	Create the electronic form.	9/3: Technology Solutions is developing the electronic form and will test the form over the next two weeks prior to implementation.
			Test the electronic form.	9/3: Once Technology Solutions completes the development of the electronic form, they will work with the appropriate City departments to test the submission of the form.

	HRC Recommendation	Management Recommendation (from report)	Action Item	Current Status
	(CPRB 1)		Place the link to the electronic form on the City's website	9/3: Technology Solutions is developing the electronic form and will test the form over the next two weeks prior to implementation.
		Include a link to the electronic Appeal Form on the Human Relations webpage.	Place the link to the electronic form on the Human Relations webpage	9/3: Technology Solutions is developing the electronic form and once testing is completed, a link to the electronic form will be placed on the Human Relations webpage.
HRC 27	We recommend the Citizens Police Review Board report any findings of unethical behaviors towards citizens and if merited, disciplinary action be taken. The findings should be reported to the appropriate entity.	The Administration supports the recommendation that any findings or suspicion of unethical behavior be reported to the City Manager or Audit Services Department for review and investigation. Merited disciplinary action will be determined in accordance with City of Durham Personnel Policies and Procedures.	None	8/21: No further action required.
	Complaints and Internal Affairs			
HRC 28	We recommend Complaint Forms be available to complete online, and allow for electronic submission with tracking and receipt of complaint form. (CPRB 1)	Institute a Complaint Form that can be completed on line and submitted electronically.	Create the electronic Complaint form. Test the form. Place a link to the electronic Complaint Form on DPD's website	9/3: Technology Solutions is developing the electronic Complaint form and will test the form over the next few weeks prior to implementation. Hard copies of the Complaint Form will be placed in the lobby of City Hall and City Manager's Office in the next week.

	HRC Recommendation	Management Recommendation (from report)	Action Item	Current Status
		Make Complaint Forms accessible from the City Manager's webpage and place hard copies at the Durham One Call desk in the first floor lobby of City Hall and the City Manager's Office.	Place a link to the electronic Complaint Form on the City Manager's webpage and place hard copies of the Complaint Form at the Durham One Call lobby desk in City Hall as well as the City Manager's Office	
		Continue instructing Complainants to submit their complaints to the Police Department.	No further action required	
		Revise the Complaint Form to allow the complainant to provide any and all contact information (telephone and email) where they would like to be reached for the purposes of completing a full investigation.	No further action required.	9/3: Complete: the Complaint Form has been revised to incorporate this recommendation
		Develop a Complaint Form in Spanish.	Identify someone who can translate documents from English into Spanish	9/3: Staff is working with City departments to identify translation services.
HRC 29	We recommend the Durham Police Department institute a policy that provides citizens whose complaints have been sustained with a more timely and substantive response than the current practice. (CPRB 4)	Police Department should follow up with Complainants in writing when they anticipate the investigation will last longer than the time communicated in the initial letter that is sent to Complainants.	None	8/21: Completed. The Police Department has begun providing an expected "completion" date in their initial letter to the Complainant.

	HRC Recommendation	Management Recommendation (from report)	Action Item	Current Status
HRC 30	We recommend a policy that ensures complaints of retaliation are properly investigated.	A thorough, fair and impartial complaint investigation process is a critical component of maintaining the credibility of the Police Department. Like other potential abuses, threats of retaliation must be guarded against. Protections for those who bring allegations against the Police Department are a critical component of ensuring the process remains credible and safe. Management supports a robust system of protections like those contained in the existing Durham Police Department general orders, and has a responsibility to ensure that any employee who violates the general orders are disciplined appropriately. An analysis of the current complaint process identifies no visible weakness in the current policy and process, but management should remain vigilant going forward to ensure employees adhere to these policies.	None	8/21: Completed.

	HRC Recommendation	Management Recommendation (from report)	Action Item	Current Status
HRC 31	We recommend the Citizens Police Review Board investigate whether there has been retaliation by Durham Police Department officers against citizens who have filed complaints.	The Administration does not recommend that the City Council broaden the powers and authority of the Civilian Police Review Board to investigate whether there has been retaliation by Durham Police Department officers against citizens who have filed complaints. As indicated in the response to HRC 30 the current procedures and practices outlined in 1014 R-7, City ethics and personnel policies and procedures related to abuse of authority, and the to be revised policies and guidelines, for the Civilian Police Review Board, provide adequate avenues for investigation and review of alleged retaliation complaints from persons who have filed previous complaints.	None	8/21: No further action needed.
General Recommendations				
HRC 32	We recommend the Durham Police Department strengthen accountability, both internal and external, regarding racial profiling and bias with the use of measurable benchmarks.	Management agrees that a more comprehensive evaluation of the data generated and reported regarding stops and searches is indicated in the Durham Police Department. General Order 4074 "Biased Based Policing" should be reviewed and amended to incorporate the changes. These changes include a semi-annual review of data instead of annual, as well as procedures for utilizing the data collected at both the individual officer level, supervisory level, and executive level in individual and departmental performance management systems.	None	8/21: Completed. The Durham Police Department implemented changes detailed in the issues/analysis section of this report on August 1, 2014.

	HRC Recommendation	Management Recommendation (from report)	Action Item	Current Status
HRC 33	We recommend the City of Durham partner with the Human Relations Commission and outside organizations (Fostering Alternative Drug Enforcement, National Association for the Advancement of Colored People, Southern Coalition for Social Justice, etc.) to promote a comprehensive program to educate the citizens of their rights in regards to police stops, searches, and their avenues of redress.	The Administration will continue to support interest in community education regarding residents' rights. Suggested outside agencies are encouraged to promote positions and interpretations as their resources, priorities and interests permit.		8/21: Ongoing.
HRC 34	We recommend the Durham Police Department, as all other governmental departments in the City of Durham, complete a strategic plan, which includes community-policing initiatives.	It is recommended that the final approved Strategic Plan of the Police Department include priority community policing initiatives that align with priorities of the City's Strategic Plan goal of Safe and Secure Community. It is recommended that community policing initiatives identified in the plan be highlighted to increase understanding of how the specific initiatives will enhance the overall goal and culture of community policing in the Durham community.	Finalize Police Department Strategic Plan by September 30, 2014.	8/21: The City Manager's Office received a written draft of the Police Department's Strategic Plan on August 4, 2014. The Police Department will present the plan draft to the City's Executive Team by the end of August 2014. The final plan will be adopted in September 2014.