

HRC Recommendations that are ONGOING

HRC Recommendation	Management Response	Action Item	Current Status
Communications and Community Outreach			
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 PAC meeting attendance beginning with the quarter that ends on 9/30/14.	11/14/19: Attendance information is being provided to the City Manager's Office on a quarterly basis. These reports are available on the City Manager's Office website. The most recent report is available at this link: FY 2018-2019 PAC Attendance Report
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. Information will be provided after each academy is complete as part of Chief's quarterly report.	4/20/2020: Reports on residency statistics for each academy class are posted on the City Manager's Office website. The most recent report (for BLET Academy 51) is available at this link: Academy Statistics
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.	Annual report to City Council on sworn police officer residency statistics.	2/7/2020: Annual reports on sworn police officer residency statistics are generated in February each year. The most recent report is available on the City's website at the link below. At the end of 2019, 37% of the sworn force resided within Durham city limits. The most recent report is available at this link: Resident Statistics
Police Stops and Consent Searches			
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.	Command staff review traffic stop data semi-annually and transmit to City Manager with results of review.	4/23/2020: The annual traffic stop data report and Executive Summary for calendar year 2019 are available on the City Manager's website at the link below. Traffic Stop Executive Summary 2019 RTI also completed a Veil of Darkness traffic stop data review in 2016. Link to study results: http://durhamnc.gov/DocumentCenter/View/9594
Marijuana Arrests			
HRC 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 1/1/15.	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. Report is due 1/1/15, with an interim status report of the review provided to the City Manager by 11/1/14.	4/8/2020: Ongoing These reviews were completed and are available for public review on the City Manager's Office website. The 2019 Annual Executive Summary- Misdemeanor Marijuana is available at this link: Misdemeanor Marijuana Report

HRC Recommendation	Management Response	Action Item	Current Status
Training			
HRC 16	<p>We recommend the Durham Police Department job performance evaluation include a review of stop/search data for irregularities in conduct and policy.</p>	<p>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 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.</p>	<p>2/25/20: The annual review of the Professional Standards and Excellence Programs are done each calendar year. The 2018 Professional Standards review and the 2019 Professional Excellence Program Evaluation are posted on the City Manager's Office website at the link below:</p>
	<p>It is not recommended that a job performance standard isolating the activity of "stop/searches" be added to the employee performance evaluation form since stop/search activity is just one activity of policing and varies depending on factors such as assignments, shifts, and districts. The job result that would incorporate behavior regarding stop/searches would be the overall standard of "Adherence to established City of Durham Police Department Rules, regulations, policies and procedures."</p>	<p>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 12/31/14 for the 2015 calendar year.</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>2018 Professional Standards Annual Report</p> <p>2019 Professional Excellence Program Evaluation</p>

HRC Recommendation	Management Response	Action Item	Current Status
Complaints and Internal Affairs			
HRC 30	<p>We recommend a policy that ensures complaints of retaliation are properly investigated.</p> <p>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.</p> <p>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.</p>	None	<p>1/23/20: Internal Affairs Quarterly Reports are uploaded to the City Manager's Office website for public review.</p> <p>The October-December 2019 report is available at this link:</p> <p>Quarterly Report</p>

HRC Recommendations that are **COMPLETE**

HRC Recommendation	Management Response	Action Item	Current Status
Communications and Community Outreach			
HRC 1	<p>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.</p> <p>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.</p>	<p>Hiring of a Public Affairs Manager.</p> <p>Development of a communications plan that includes ongoing monitoring of public/community relations efforts.</p>	<p>11/1/15: Public Affairs Manager has completed the communications plan and it is being implemented.</p>
HRC 3	<p>We recommend the Durham Police Department put more emphasis on promoting the Citizens Police Academy (CPA).</p> <p>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.</p>	<p>Finalize CPA curriculum; Develop Brochure; Translate brochure; distribute and post online. DPD will continue collecting and reviewing evaluations for possible improvements.</p>	<p>10/3/19: Complete, with ongoing monitoring. CPA curriculum has been enhanced and advertising expanded. The new brochure (in both English and Spanish) is posted online. The 2018 Citizen Police Academy had 21 total graduates. This class was diverse, including 3 black males, 2 black females, 6 white males, 9 white females, and 1 Hispanic females. Recruitment for the 2019 class is underway.</p>

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.	Evaluate options to incentivize sworn police officers to reside in Durham.	4/03/19: Complete. For Fiscal Year 2018-2019 the Police Department purchased an additional 31 patrol vehicles to finish out this project. The third and final phase of the take-home car initiative consisted of 31 vehicles ordered to make an even 100 take-home vehicles distributed to patrol officers living within the city limits of Durham. As of August 1, 2019 all 100 vehicles have been received and fully outfitted for assignment. Out of the 100 vehicles purchased, all but 10 cars have been assigned to uniform patrol officers living within the City of Durham. The remaining unassigned vehicles are scheduled to be assigned to officers that are slated to become eligible to receive a Take Home vehicle over the next few months.
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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.	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	8/21/14: No further action needed.
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HRC 6 & 7	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 practice is sufficient to document all officer interactions with the public.	None	8/21/14: Complete, with ongoing monitoring.
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HRC 6 & 7	7: We recommend digital copies of these recordings be maintained no less than 180 days.	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	8/21/14: No further action needed.
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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.	Administration recommends that the current practices outlined in General Order 4052 R-1 continue but that the General Order 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 the accompanying training and whether the word "normally" in each of the last two sentences should be removed.	2/13/15: Complete. General Order 4052 (Vehicle Stops) was amended on 11/3/14 as directed. The General Orders Manual is available for review at this link: http://durhamnc.gov/DocumentCenter/View/9671
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HRC Recommendation	Management Response	Action Item	Current Status
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.	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 bilingual version of written consent form.	10/1/14: Complete.
		Have bilingual written consent forms available in all police vehicles.	10/1/14: Complete.
10: We recommend the Durham Police Department require all officers to 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.	That General Order 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 employ the written consent to search form; however, the discretion will remain with the officer.	Amend General Order 4004 R-2 to require written documentation for consent searches of residences, businesses, vehicles, and electronic devices, and ensure every reasonable effort that in-car camera and microphones are activated and working during all traffic stops to document consent search of vehicles.	10/1/14: Complete. General Order 4004 (Warrantless Searches and Seizures) was amended on 10/1/14 as directed. The General Orders Manual is available for review at this link: http://durhamnc.gov/DocumentCenter/View/9671
HRC 9 10 11 11: We recommend supervisors and possibly professional standards review these reports for any irregularities.	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.		
		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.	9/11/14: Complete. The electronic Traffic Stop Form submission software has been adjusted to track the stop location as well as whether consent to search was denied.
		Prepare a General Order requiring investigative encounters to be documented by Field Contact or Intelligence Submission. Implement by 10/1/14.	2/13/15: Complete. General Orders 4028 (Report Writing) and 4048 (Guidelines for Exchanging Intelligence Information) have been amended to direct officers to document investigative encounters via Field Contact Submission or an Intelligence Submission. The General Orders Manual is available for review at this link:
		Prepare or amend a General Order requiring written documentation of all investigative encounters. Implement by 10/1/14.	http://durhamnc.gov/DocumentCenter/View/9671
	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.	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.	8/1/18: Complete. City Council approved the purchase of police body cameras on November 21, 2016. Cameras were implemented for all sworn units and all sworn levels of the department below the Assistant Chief level by October 2017. As of July 2018, the department had recorded more than 300,000 videos.

HRC Recommendation	Management Response	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.	9/11/14: Complete.
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, a program offered by the Department of Criminology at the University of South Florida. The program is led by a nationally recognized expert on the topic of bias based policing.	Finalize the schedule for the Fair and Impartial Policing Training Sessions.	2/1/16: Complete, with ongoing monitoring. All sworn officers have completed the Fair and Impartial Policing training. Additionally, Fair and Impartial Policing training is now included in the BLET curriculum for all incoming new recruits.
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	9/11/14: Complete, with ongoing monitoring.
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 DPD 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	8/21/14: Complete, with ongoing monitoring.

HRC Recommendation	Management Response	Action Item	Current Status
<p>HRC 16 We recommend the Durham Police Department job performance evaluation include a review of stop/search data for irregularities in conduct and policy.</p>	<p>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 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. It is not recommended that a job performance standard isolating the activity of "stop/searches" be added to the employee performance evaluation form since stop/search activity is just one activity of policing and varies depending on factors such as assignments, shifts, and districts. The job result that would incorporate behavior regarding stop/searches would be the overall standard of "Adherence to established City of Durham Police Department Rules, regulations, policies and</p>	<p>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 12/31/14 for the 2015 calendar year.</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>2/12/15: Complete. General Order 1050 Professional http://durhamnc.gov/DocumentCenter/View/9671</p>
<p>HRC 17 We recommend a yearly training needs analysis in order to make any adjustments necessary to meet the needs of the community.</p>	<p>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.</p>	<p>None</p>	<p>8/21/14: Complete, with ongoing monitoring.</p>

HRC Recommendation	Management Response	Action Item	Current Status
Marijuana Arrests			
HRC 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.	2/19/15: Complete. General Order 1052 (Annual Misdemeanor Marijuana Report) was published on 11/3/14. The General Orders Manual is available for review at this link: http://durhamnc.gov/DocumentCenter/View/9671
HRC 19 <i>(continued)</i>	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.	1/30/19: Complete. A misdemeanor diversion program for ages 16-21 (including misdemeanor marijuana) was implemented 10/1/15. In FY 2018, 230 individuals have been referred to the Adult Misdemeanor Diversion Program (70% referred by the Durham Police Department). Of these, 100% have successfully completed the program. Just over 20% of these cases involved marijuana possession and 10% involved drug paraphernalia possession. Of those who graduated at least one year ago, 90% have no further criminal record. The program has also provided 179 referrals to wrap-around services for participants.
Civilian Police Review Board			
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.	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.	Discuss Police-Community Relations during 9/24/14 Civilian Police Review Board meeting.	10/29/14: Complete.
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 Identify trainings/technical assistance for CPRB members	Contact NACOLE to identify current peer city memberships. Process payment for NACOLE membership Contact NACOLE about upcoming trainings/technical assistance for CPRB members. Share training opportunities with CPRB during 9/24/14 Board meeting.	10/29/14: Complete. 10/29/14: Complete.

HRC Recommendation	Management Response	Action Item	Current Status
<p>HRC 22</p>	<p>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.</p>	<p>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.</p>	<p>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.</p> <p>2/13/15: Complete. Revisions to the CPRB Procedure Manual adopted by City Council on 11/7/14. Link to Procedure Manual:</p> <p>http://durhamnc.gov/DocumentCenter/Home/View/956</p>
<p>HRC 23</p>	<p>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.</p>	<p>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.</p>	<p>Notify PACs of existence of vacancies on CPRB.</p> <p>8/21/14: Complete. General notification change to PACs has occurred and will happen as vacancies occur.</p>
<p>HRC 24</p>	<p>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)</p>	<p>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 business days (Monday - Friday). 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).</p>	<p>Amend Section 4.5 of the Civilian Police Review Board Procedure Manual.</p> <p>2/13/15: Complete. Revisions to the CPRB Procedure Manual were adopted by City Council on 11/7/14. Link to Procedure Manual:</p> <p>http://durhamnc.gov/DocumentCenter/Home/View/956</p>
		<p>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 business days.</p>	<p>Work with DPD to revise the necessary document(s) to reflect the return receipt requirement.</p> <p>10/29/14: Complete.</p>
<p>HRC 25</p>	<p>We recommend the complainant have 60 days to gather information, documents, evidence, etc. to submit to the Citizens Police Review Board.</p>	<p>Allow Complainants 30 business days (Monday - Friday), instead of 14 calendar days, to file a Request for Hearing with the CPRB.</p>	<p>Create agenda item to amend Section 4.5 of the Civilian Police Review Board Procedure Manual.</p> <p>2/13/15: Complete. Revisions to the CPRB Procedure Manual were adopted by City Council on 11/7/14. Link to Procedure Manual:</p> <p>http://durhamnc.gov/DocumentCenter/Home/View/956</p>

HRC	Recommendation	Management Response	Action Item	Current Status
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. (CPRB 1)	Develop an electronic form of the Request for Appeal Hearing Form.	Create and test the electronic form.	9/18/14: Complete. Request for Appeal Hearing Form can be found online and submitted by email. Link to form:
			Place the link to the electronic form on the City's website by 9/30/14	http://durhamnc.gov/DocumentCenter/Home/View/958 9/18/14: Complete.
		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 by 9/30/14	9/18/14: Complete.
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	8/21/14: No further action required.
Complaints and Internal Affairs				
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 by Test form by 9/30/14.	9/18/14: Complete. DPD Complaint Form can be completed and subitted online. Link to form:
		Make Complaint Forms accessible from the City Continue instructing Complainants to submit their complaints to the Police Department.	Place a link to the electronic Complaint Form	http://durhamnc.gov/FormCenter/Police-Department- 9/3/14: Complete.
		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.	
		Develop a Complaint Form in Spanish.	Translation services have been secured	2/13/15: Complete.

HRC Recommendation	Management Response	Action Item	Current Status
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)	<p>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.</p>	None	2/18/15: Complete.
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.	<p>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 General Order 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.</p>	None	8/21/14: 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.	<p>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.</p>	None	10/30/14: Complete, with ongoing monitoring
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.	<p>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.</p>	<p>A structured citizen engagement process with the Durham Police Department exists. It is facilitated by NIS through PACs and recurring community engagement activities such as direct outreach and neighborhood publications. This engagement can and will be used for topics of discussion as desired by the Department and citizens.</p>	9/11/14: Complete, with ongoing monitoring.

	HRC Recommendation	Management Response	Action Item	Current Status
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.	City Manager to approve departmental strategic plan by 10/31/14.	2/15/15: Complete. The police department strategic plan was completed and approved in December 2014. The strategic plan can be viewed at this link: http://durhamnc.gov/documentcenter/view/973
