

Area # (21CP)	Area Name (21CP)	Subsection (21CP)	Recommendation Number and Name (21CP)	Previously Completed	Next Step (TPD/COT)	Current Status (TPD/COT)	Transformation Objective Alignment (TPD/COT)
1	Addressing Community Needs		1: The role of TPD in helping to promote community safety needs to be specifically and clearly defined – such that all TPD personnel and community members understand their individual roles.		Resources needed from Transformation Initiative	In Progress	Communities of Color feel safe and have trust in TPD practices, policies, and procedures
1	Addressing Community Needs		2: TPD’s approach to collaborating with the community, responding to community needs and issues, and fostering community relationships should be specifically memorialized in a written, strategic plan (the “Community Safety Plan”) accessible to both community and police personnel.		Resources needed from Transformation Initiative	Not Started	Communities of Color feel safe and have trust in TPD practices, policies, and procedures
1	Addressing Community Needs		2.1: TPD should develop training for all personnel that reflects and furthers the goals of the Community Safety Plan. Diverse representatives of the Tacoma community should be involved in both the development and implementation of such training.		Resources needed from Transformation Initiative	Not Started	Communities of Color feel safe and have trust in TPD practices, policies, and procedures
1	Addressing Community Needs		2.2: The Community Safety Plan needs to establish a specific strategy for engaging people experiencing homelessness and those living in encampments.		Resources needed from Transformation Initiative	Not Started	Outside of GARE Objectives
1	Addressing Community Needs		2.3: TPD should continuously evaluate how effectively it is fulfilling its roles and responsibilities, as set out in the Community Safety Plan, that can be regularly presented to both members and the community through various engagement efforts.		Resources needed from Transformation Initiative	Not Started	Communities of Color feel safe and have trust in TPD practices, policies, and procedures
1	Addressing Community Needs		2.4: As part of the Community Safety Plan, TPD should consider creating a problem-solving database reflecting the methodologies strategies, and/or steps that were utilized to resolve the problems.		Resources needed from Transformation Initiative	Not Started	Communities of Color feel safe and have trust in TPD practices, policies, and procedures
1	Addressing Community Needs		2.5: TPD needs to enhance its outward-facing communication efforts to reflect and promote the Community Safety Plan.		Resources needed from Transformation Initiative	Not Started	Communities of Color feel safe and have trust in TPD practices, policies, and procedures
1	Addressing Community Needs		3: TPD should identify and properly resource liaisons for residents whose specific backgrounds, identities, or characteristics set the occasion for specific needs.	<ul style="list-style-type: none"> 6/7/21: Assigned officers to be direct representatives to Sierra, Council on Immigrant and Refugee affairs, and Latinx community groups. 	Identify liaison officers for other community groups not yet represented.	In Progress	Communities of Color feel safe and have trust in TPD practices, policies, and procedures

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2	Critical Operations	I. Use of Force	4: TPD should revise its use of force policies to make clearer to officers when force is and is not authorized.	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled
2	Critical Operations	I. Use of Force	5: TPD's Use of Force Policy should better define and explain the requirement that force be used only when necessary.	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled
2	Critical Operations	I. Use of Force	6: TPD should revise and expand its treatment of de-escalation in its Use of Force Policy.	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled
2	Critical Operations	I. Use of Force	7: Consistent with the concepts of de-escalation and necessity, TPD should consider expressly requiring that officers exhaust all other means reasonably available to them under the circumstances before using deadly force.	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled
2	Critical Operations	I. Use of Force	8: TPD policy should require that officers provide verbal warnings to subjects before using any type of force when feasible under the circumstances.	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled
2	Critical Operations	I. Use of Force	9: TPD policy should expressly address the concept of proportionality and specifically indicate that all force must be proportional to the nature of the threat that a subject poses under the circumstances.	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled
2	Critical Operations	I. Use of Force	10: TPD should substantially revise its treatment of the core concept of "objective reasonableness."	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled
2	Critical Operations	I. Use of Force	11: TPD policy should explain that force may be used only to help serve a lawful purpose.	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled

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2	Critical Operations	I. Use of Force	12: TPD policy should specifically prohibit various problematic types of force: See Report for list	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled
2	Critical Operations	I. Use of Force	13: TPD should consider having policies, or at least policy sections, that specifically and separately address any and all less-lethal instruments or techniques that it authorizes.	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled
2	Critical Operations	I. Use of Force	14: TPD's Use of Force Policy should include much more specific guidance to officers on the use of Tasers (CEWs).	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled
2	Critical Operations	I. Use of Force	15: TPD's policies, procedures, and training should expressly require a medical-based response when officers encounter individuals believed to be experiencing "excited delirium."	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled
2	Critical Operations	I. Use of Force	16: TPD's general use of force policy and its specific firearms policy should better address issues involving exhibiting and pointing firearms.	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled
2	Critical Operations	I. Use of Force	17: TPD's Use of Force policy should include provisions that better ensure the safety of other officers and bystanders when officers use firearms.	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled
2	Critical Operations	I. Use of Force	18: TPD policy should eliminate reference to certain "enforcement electives" as "use of force" responses or tools, including "search techniques," "opposite sex searches," "frisk techniques," and "transport controls" – all of which refer to various enforcement-related concepts that are separate, and distinct, from use of force considerations.	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	Organizational structure supports anti-racist work (TPD)
2	Critical Operations	I. Use of Force	19: TPD should more concretely articulate a requirement that officers must render and/or request medical assistance when necessary after force is used.	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled

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2	Critical Operations	I. Use of Force	20: TPD policy should impose a duty on officers to intervene when they observe other officers running a reasonable risk of violating the Department's use of force policy.	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	Organizational culture supports anti-racist actions
2	Critical Operations	I. Use of Force	21: TPD policy should ensure that officers report potential misconduct related to force to Internal Affairs and/or a supervisor.	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	Organizational culture supports anti-racist actions
2	Critical Operations	I. Use of Force	22: TPD policy should require that officers report any and all uses of force by providing a detailed use of force narrative and key data. Officers on the scene or responding to incidents where force is used, but who do not themselves use force, should file a force report regarding the incident in all instances.	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled
2	Critical Operations	I. Use of Force	23: TPD policy should better outline what officers must describe and articulate in narratives regarding the use of force.	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled
2	Critical Operations	I. Use of Force	24: TPD should review and/or investigate all uses of force, regardless of type or severity. Specific procedures and guidelines should be articulated for the conduct of post-force investigation and review.	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled
2	Critical Operations	I. Use of Force	25: TPD should ensure that its annual use of force training is sufficient in quantity and scope to allow a focus on use of force decision-making and deescalation strategies.	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled
2	Critical Operations	I. Use of Force	26: To the extent that regular, dynamic use of force skills and decision-making training requires additional resources or training personnel, the City and TPD should consider prioritizing this type of professional development.	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled
2	Critical Operations	II. Pursuits	27: TPD should require that officers obtain supervisor approval immediately after initiating a pursuit.	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled

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2	Critical Operations	II. Pursuits	28: TPD policy should expressly provide that no officer or supervisor will be disciplined for failing to initiate a pursuit or for terminating a pursuit.	<ul style="list-style-type: none"> • 7/21: Changes being reviewed by TPD Command staff. • 6/7/21: TPD forming policy review and state law compliance group. • 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled
2	Critical Operations	III. Bias-free Policing	29: TPD should clarify that its policies relating to bias and discrimination, including prohibited conduct, apply with equal force while working on-duty during a City shift, during secondary employment, and while off-duty.	<ul style="list-style-type: none"> • 7/21: Changes being reviewed by TPD Command staff. • 6/7/21: TPD forming policy review and state law compliance group. • 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	Organizational culture supports anti-racist actions
2	Critical Operations	III. Bias-free Policing	30: TPD should revise and expand its policies on Bias-Free Policing to address the identification and engagement with institutional and systemic disparities.	<ul style="list-style-type: none"> • 6/7/21: TPD forming policy review and state law compliance group. • 5/14/21: Sent to CPAC for review. 	TPD - "Just do it" / CPAC input	In Progress	Organizational culture supports anti-racist actions
2	Critical Operations	III. Bias-free Policing	31: TPD should work with the community to design training on cross-cultural competency, the history of and effects of policing for communities in Tacoma, and community efficacy.		Community Informed Action (HEAL)	Not Started	Communities of Color feel safe and have trust in TPD practices, policies, and procedures
2	Critical Operations	IV. Stops, Searches, and Arrests	32: TPD should substantially revise and expand its current policy manual to address, in detail, the conduct of stops, searches, and arrests.	<ul style="list-style-type: none"> • 6/7/21: TPD forming policy review and state law compliance group. • 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled
2	Critical Operations	IV. Stops, Searches, and Arrests	33: TPD should provide detailed training on non-voluntary encounters between police and members of the public – including stops, searches, and arrests.	<ul style="list-style-type: none"> • 6/7/21: TPD forming policy review and state law compliance group. • 5/14/21: Sent to CPAC for review. 	Policy updates pending. TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled
2	Critical Operations	IV. Stops, Searches, and Arrests	34: TPD officers should be required to document and provide information about all non-voluntary interactions. To enhance officer safety, expand the quality of supervision, and to provide meaningful opportunities for the department to understand its overall performance, TPD policy should articulate clear requirements for supervisory review and aggregate analysis of overall trends regarding stops, searches, and arrests.	<ul style="list-style-type: none"> • 6/7/21: TPD forming policy review and state law compliance group. • 5/14/21: Sent to CPAC for review. 	TPD evaluating tools to record this data and develop recommendations for a solution. Plan to deliver recommendations in Q3 2021	In Progress	Laws are enforced without racial bias

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2	Critical Operations	V. Crisis Intervention	35: The City of Tacoma should explore, with community stakeholders and members, the best, formalized mechanisms for the City to respond to individuals experiencing behavioral health crisis, including mental health, addiction conditions, and other behavioral health challenges. TPD's role in responding to individuals experiencing a behavioral crisis should be meaningfully and specifically defined – and memorialized in departmental policy, systems, processes, staffing, and training.	<ul style="list-style-type: none"> 5/21/21: Matrix Alternative Response Report received by TPD 	Matrix alternative response study currently under review.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled
2	Critical Operations	V. Crisis Intervention	36: TPD should provide specific policies, procedures, and training to TPD personnel regarding response to individuals experiencing crisis.	<ul style="list-style-type: none"> 5/21/21: Matrix Alternative Response Report received by TPD 	Matrix alternative response study currently under review.	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled
3	Organization and Command Structures		37: TPD should consider adding a Chief of Staff or Deputy Chief to support the Chief and coordinate the Department's bureaus.	<ul style="list-style-type: none"> 5/2021: Roles and duties defined for both positions. Deputy Chief will be commissioned, Chief of Staff civilian. 	Pending HR review.	In Progress	Organizational structure supports anti-racist work (TPD)
3	Organization and Command Structures		38: TPD should expand and grow civilian leadership.	<ul style="list-style-type: none"> 5/2021: Role and duties defined. 	Civilian Chief of Staff position is pending creation.	Not Started	Organizational structure supports anti-racist work (TPD)
3	Organization and Command Structures		39: TPD should invest in structured succession planning across leadership ranks to ensure that the loss or re-assignment of particular individuals does not unduly hamper the Department's performance		Review of existing succession plan underway. Job shadowing program being formalized.	Not Started	Organizational structure supports anti-racist work (TPD)
3	Organization and Command Structures		40: In conjunction with the recommendations regarding the creation of a Community Safety Plan, TPD should revisit its organizational structures to ensure strategic consistency and focus.		Further analysis/study needed	Not Started	Organizational structure supports anti-racist work (TPD)
4	Officer Support, Wellness, & Supervision		41: TPD should overhaul its general approach to training and professional development to focus on integrated, scenario-based training that uses adult learning techniques and focuses on providing opportunities for officers to practice and cultivate real-world skills.		Proposed methods are currently in limited use. Expansion of reality/scenario based training delayed due to COVID-19.	Not Started	Organizational culture supports anti-racist actions

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4	Officer Support, Wellness, & Supervision		42: TPD should expand its training program to encompass the newly-recommended policies – and especially those focusing on Search and Seizure, Crisis Intervention, and De-escalation.		Further analysis/study needed	Not Started	Organizational culture supports anti-racist actions
4	Officer Support, Wellness, & Supervision		43: TPD's training function should help to create clear pathways for career and professional development for both sworn and civilian personnel.		Expanding civilian training opportunities where feasible. Evaluation of existing trainings is ongoing.	Not Started	Organizational structure supports anti-racist work (TPD)
4	Officer Support, Wellness, & Supervision		44: TPD should institute an application process for attendance at programs such as the FBI and Naval Academies, and the Senior Management Institute for Police.		Further analysis/study needed	Not Started	Organizational structure supports anti-racist work (TPD)
4	Officer Support, Wellness, & Supervision		45: TPD should consider developing officer associations for groups historically underrepresented within the Department and law enforcement generally.		Identifying internal champions to lead/organize these groups. Estimated completion, July 2021.	Not Started	Organizational culture supports anti-racist actions
4	Officer Support, Wellness, & Supervision		46: TPD should revise and update training requirements for each rank, and then follow those requirements in practice.		Review of requirements is ongoing. Estimate findings, Q3 2021.	In Progress	Organizational culture supports anti-racist actions
4	Officer Support, Wellness, & Supervision		47: TPD should explore and formalize partnerships with local academic institutions and the business community that can assist in the design and provision of professional development opportunities for officers.		Further analysis/study needed	Not Started	Organizational culture supports anti-racist actions
4	Officer Support, Wellness, & Supervision		48: TPD should ensure that all officers assigned to the PTO program have consistent training and supervision.		Changes to PTO program under evaluation.	In Progress	Organizational structure supports anti-racist work (TPD)
4	Officer Support, Wellness, & Supervision		49: To the extent that TPD maintains the trigger-based EIS system in the future, the Department should revisit the current performance triggers to ensure the system is effectively and efficiently flagging problematic performance.		Best practices under review. Expected updates, Q3 2021.	Not Started	Organizational culture supports anti-racist actions
4	Officer Support, Wellness, & Supervision		50: TPD should assess the effectiveness of its existing EIS and make modifications, as necessary, in conjunction with complementary changes to its officer wellness program.		Best practices under review. Expected updates, Q3 2021.	In Progress	Organizational culture supports anti-racist actions

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4	Officer Support, Wellness, & Supervision		51: TPD should continue to develop a structured, consistent resiliency and wellness program for the department, including training, support systems, and department-wide communications.		Recommendations for program changes expected Q3, 2021.	Not Started	Organizational structure supports anti-racist work (TPD)
4	Officer Support, Wellness, & Supervision		52: TPD should centralize the efforts around wellness to ensure a consistent chain of command, no division of focus, and adequate resources.		Recommendations for program changes expected Q3, 2021.	Not Started	Outside of GARE Objectives
5	Accountability Systems		53: TPD should update its misconduct categories to ensure that they adequately capture the scope of potential officer performance issues. This includes adding categories that address search and seizure and de-escalation.	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 	TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	Outside of GARE Objectives
5	Accountability Systems		54: TPD should eliminate current investigative categories in its Complaints policy and ensure that Internal Affairs coordinate the investigation of all complaints or allegations of potential misconduct.	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 	TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	Outside of GARE Objectives
5	Accountability Systems		55: TPD should ensure that all performance, complaint, and misconduct-related investigations are documented and reviewed by IA for quality control.	<ul style="list-style-type: none"> 6/7/21: TPD forming policy review and state law compliance group. 	TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	Outside of GARE Objectives
5	Accountability Systems		56: TPD should consider extending the retention of records of more informal or lesser discipline - counseling, verbal warnings, and oral reprimands - beyond one year.		TPD - "Just do it"	In Progress	Outside of GARE Objectives
5	Accountability Systems		57: TPD should consider creating a Disciplinary Matrix		Requires coordination with labor partners.	In Progress	Outside of GARE Objectives
5	Accountability Systems		58: TPD should create more detailed investigative policies, procedures, and processes to ensure that investigations are fair, thorough, objective, timely, and consistent with the principles of procedural justice for both complainant and officer.		TPD contracting with Lexipol for comprehensive policy review and updates.	In Progress	Communities of Color feel safe and have trust in TPD practices, policies, and procedures
5	Accountability Systems		59: The City should change the website to allow anonymous complaints.		TPD evaluating feasibility with ITD. Expected response by July 2021.	In Progress	Communities of Color feel safe and have trust in TPD practices, policies, and procedures

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5	Accountability Systems		60: TPD should require supervisors and officers to carry written materials on how to file complaints.	<ul style="list-style-type: none"> 5/2021: These materials are available at all police substations and HQ as noted in 21CP report. 	Requirement to carry these materials under evaluation, finding expected Q3, 2021.	In Progress	Communities of Color feel safe and have trust in TPD practices, policies, and procedures
5	Accountability Systems		61: TPD should proactively publish the annual report on complaints.		Recommendation under review. Findings expected July 2021.	In Progress	Communities of Color feel safe and have trust in TPD practices, policies, and procedures
5	Accountability Systems		62: The City of Tacoma should consider developing an external oversight system as a backstop to ensure comprehensive investigations into misconduct and increase public trust in the accountability systems.		Community Informed Action (HEAL)	Not Started	Communities of Color feel safe and have trust in TPD practices, policies, and procedures
6	Technology & Data Systems		63: TPD, with the support of the City should engage in a comprehensive technology needs assessment and develop a technology roadmap for the next decade.	<ul style="list-style-type: none"> 5/2021: Coordination with ITD to develop an impact analysis ongoing. 	TPD developing statement of work with external consultant group.	In Progress	Outside of GARE Objectives
6	Technology & Data Systems		64: To promote transparency, TPD and the City should work to make information about TPD's performance, policies, and procedures publicly available.		Coordination with internal partners.	In Progress	Communities of Color feel safe and have trust in TPD practices, policies, and procedures