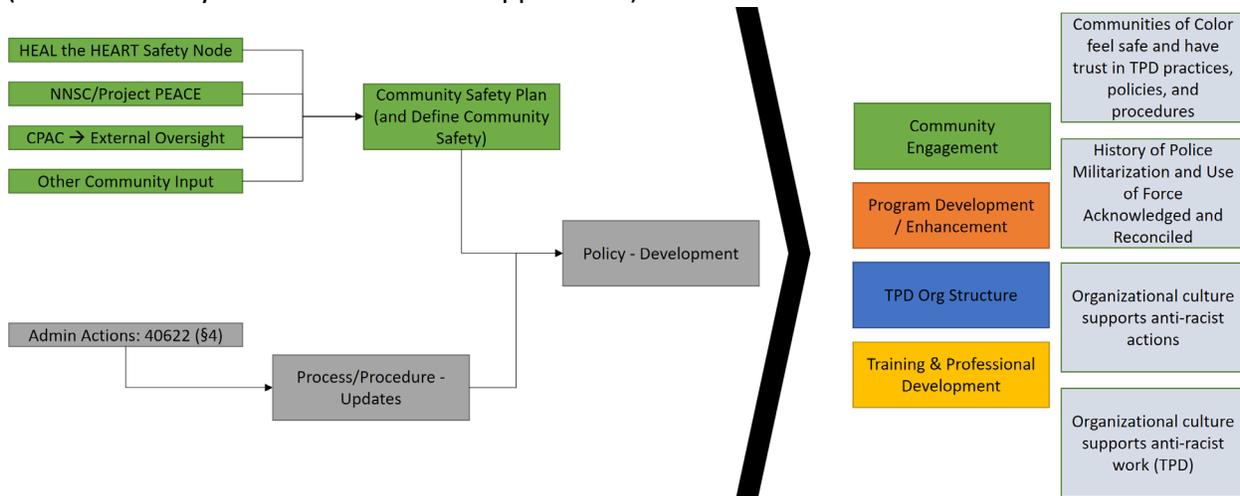


## TPD Assessment and Status of 21 CP Final Report Recommendations

### Summary of Findings:

21CP's final recommendations were reviewed by TPD Command staff. The final report responses were discussed, next steps identified, and current state captured. These were then assigned to the corresponding GARE objective in the Safety priority area, bringing the 21CP findings into alignment with the broader citywide transformation initiative and current state (as identified by recommendation in Appendix B).



**Next Steps:** TPD is forwarding policy projects to CPAC and community-led items to Heal the Heart of Tacoma.

### Highlights:

- TPD acknowledges many recommendations will require active support and engagement from the Community to be effectively implemented, including coordination with Heal the Heart, CPAC, NNSC, and other City departments
  - Community Safety Plan: Recs 1-3
  - Use of Force/Pursuits: Recs 4-28
  - Bias Free Policing: Recs 29-31
  - Non-Voluntary Interactions: Recs 32-34
  - Behavioral Health Crisis Response: Recs 35-36
  - Complaints/Officer Misconduct: Recs 53-62
- TPD can move forward with Administrative/Interim Actions (In accordance with 40622 Section 4):
  - Org Structure (Chief of Staff, Deputy Chief, Lived Experience Liaisons, Succession Planning): Recs 34, 37-40
  - Training (Content/Characteristics, Professional Development): Recs 41-44, 46-48
  - Early Intervention System (EIS): Recs 49-50
  - Wellness Recs: 45, 51-52
- TPD recognizes 21CP's emphasis toward policy improvements, while remaining committed to maintaining a culture of values that supports balanced decision making.

## Current state overview

Report Area	Current State	
	Not Started	In Progress
Accountability Systems	1	9
Addressing Community Needs	1	2
Critical Operations	1	31
Officer Support, Wellness, & Supervision	9	2
Organization and Command Structures	3	1
Technology and Data Systems	0	2
<b>Total</b>	<b>15</b>	<b>49</b>

## GARE alignment and TPD assessment

See Appendix A and B

## Appendix A: GARE objective alignment

**Communities of Color feel safe and have trust in TPD practices, policies, and procedures**

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.

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.

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.

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.

2.5: TPD needs to enhance its outward-facing communication efforts to reflect and promote the Community Safety Plan.

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.

3: TPD should identify and properly resource liaisons for residents whose specific backgrounds, identities, or characteristics set the occasion for specific needs.

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.

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.

59: The City should change the website to allow anonymous complaints.

60: TPD should require supervisors and officers to carry written materials on how to file complaints.

61: TPD should proactively publish the annual report on complaints.

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.

64: To promote transparency, TPD and the City should work to make information about TPD’s performance, policies, and procedures publicly available.

### History of Police Militarization and Use of Force Acknowledged and Reconciled

10: TPD should substantially revise its treatment of the core concept of “objective reasonableness.”

11: TPD policy should explain that force may be used only to help serve a lawful purpose.

12: TPD policy should specifically prohibit various problematic types of force: See Report for list

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.

14: TPD’s Use of Force Policy should include much more specific guidance to officers on the use of Tasers (CEWs).

15: TPD’s policies, procedures, and training should expressly require a medical-based response when officers encounter individuals believed to be experiencing "excited delirium."

16: TPD’s general use of force policy and its specific firearms policy should better address issues involving exhibiting and pointing firearms.

19: TPD should more concretely articulate a requirement that officers must render and/or request medical assistance when necessary after force is used.

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.

23: TPD policy should better outline what officers must describe and articulate in narratives regarding the 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.

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.

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.

27: TPD should require that officers obtain supervisor approval immediately after initiating a pursuit.

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.

32: TPD should substantially revise and expand its current policy manual to address, in detail, the conduct of 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.

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.

36: TPD should provide specific policies, procedures, and training to TPD personnel regarding response to individuals experiencing crisis.

4: TPD should revise its use of force policies to make clearer to officers when force is and is not authorized.

5: TPD's Use of Force Policy should better define and explain the requirement that force be used only when necessary.

6: TPD should revise and expand its treatment of de-escalation in its Use of Force Policy.

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.

8: TPD policy should require that officers provide verbal warnings to subjects before using any type of force when feasible under the circumstances.

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.

#### **Laws are enforced without racial bias**

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.

#### **Organizational culture supports anti-racist actions**

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.

21: TPD policy should ensure that officers report potential misconduct related to force to Internal Affairs and/or a supervisor.

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.

30: TPD should revise and expand its policies on Bias-Free Policing to address the identification and engagement with institutional and systemic disparities.

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.

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.

45: TPD should consider developing officer associations for groups historically underrepresented within the Department and law enforcement generally.

46: TPD should revise and update training requirements for each rank, and then follow those requirements in practice.

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.

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.

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.

#### **Organizational structure supports anti-racist work (TPD)**

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.

37: TPD should consider adding a Chief of Staff or Deputy Chief to support the Chief and coordinate the Department's bureaus.

38: TPD should expand and grow civilian leadership.

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

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.

43: TPD’s training function should help to create clear pathways for career and professional development for both sworn and civilian personnel.

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.

48: TPD should ensure that all officers assigned to the PTO program have consistent training and 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.

**Outside of GARE Objectives**

2.2: The Community Safety Plan needs to establish a specific strategy for engaging people experiencing homelessness and those living in encampments.

17: TPD's Use of Force policy should include provisions that better ensure the safety of other officers and bystanders when officers use firearms.

52: TPD should centralize the efforts around wellness to ensure a consistent chain of command, no division of focus, and adequate resources.

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.

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.

55: TPD should ensure that all performance, complaint, and misconduct-related investigations are documented and reviewed by IA for quality control.

56: TPD should consider extending the retention of records of more informal or lesser discipline - counseling, verbal warnings, and oral reprimands - beyond one year.

57: TPD should consider creating a Disciplinary Matrix

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.

## Appendix B: TPD Assessment

Area # (21CP)	Area Name (21CP)	Subsection (21CP)	Recommendation Number and Name (21CP)	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

Area # (21CP)	Area Name (21CP)	Subsection (21CP)	Recommendation Number and Name (21CP)	Next Step (TPD/COT)	Current Status (TPD/COT)	Transformation Objective Alignment (TPD/COT)
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.	TPD - "Just do it"	In Progress	Communities of Color feel safe and have trust in TPD practices, policies, and procedures
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.	Preparing for CPAC review	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.	Preparing for CPAC review	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.	Preparing for CPAC review	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.	Preparing for CPAC review	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.	Preparing for CPAC review	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled

Area # (21CP)	Area Name (21CP)	Subsection (21CP)	Recommendation Number and Name (21CP)	Next Step (TPD/COT)	Current Status (TPD/COT)	Transformation Objective Alignment (TPD/COT)
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.	Preparing for CPAC review	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."	Preparing for CPAC review	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.	Preparing for CPAC review	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled
2	Critical Operations	I. Use of Force	12: TPD policy should specifically prohibit various problematic types of force: See Report for list	Preparing for CPAC review	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.	Preparing for CPAC review	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).	Preparing for CPAC review	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."	Preparing for CPAC review	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled

Area # (21CP)	Area Name (21CP)	Subsection (21CP)	Recommendation Number and Name (21CP)	Next Step (TPD/COT)	Current Status (TPD/COT)	Transformation Objective Alignment (TPD/COT)
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.	Preparing for CPAC review	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.	Preparing for CPAC review	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.	Preparing for CPAC review	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.	Preparing for CPAC review	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled
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.	Preparing for CPAC review	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.	Preparing for CPAC review	In Progress	Organizational culture supports anti-racist actions

Area # (21CP)	Area Name (21CP)	Subsection (21CP)	Recommendation Number and Name (21CP)	Next Step (TPD/COT)	Current Status (TPD/COT)	Transformation Objective Alignment (TPD/COT)
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.	Preparing for CPAC review	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.	Preparing for CPAC review	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.	Preparing for CPAC review	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.	Preparing for CPAC review	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.	Preparing for CPAC review	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.	Preparing for CPAC review	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled

Area # (21CP)	Area Name (21CP)	Subsection (21CP)	Recommendation Number and Name (21CP)	Next Step (TPD/COT)	Current Status (TPD/COT)	Transformation Objective Alignment (TPD/COT)
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.	TPD - "Just do it" / CPAC input	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.	TPD - "Just do it" / CPAC input	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.	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.	Preparing for CPAC review	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.	Preparing for CPAC review	In Progress	History of Police Militarization and Use of Force Acknowledged and Reconciled

Area # (21CP)	Area Name (21CP)	Subsection (21CP)	Recommendation Number and Name (21CP)	Next Step (TPD/COT)	Current Status (TPD/COT)	Transformation Objective Alignment (TPD/COT)
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.	Preparing for CPAC review	In Progress	Laws are enforced without racial bias
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.	Requires Matrix Study results / Community Informed Action (HEAL)	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.	Requires Matrix Study results / Community Informed Action (HEAL)	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.	TPD - "Just do it"	In Progress	Organizational structure supports anti-racist work (TPD)

Area # (21CP)	Area Name (21CP)	Subsection (21CP)	Recommendation Number and Name (21CP)	Next Step (TPD/COT)	Current Status (TPD/COT)	Transformation Objective Alignment (TPD/COT)
3	Organization and Command Structures		38: TPD should expand and grow civilian leadership.	Further analysis/study needed	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	Further analysis/study needed	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.	Further analysis/study needed	Not Started	Organizational culture supports anti-racist actions
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.	Further analysis/study needed	Not Started	Organizational structure supports anti-racist work (TPD)

Area # (21CP)	Area Name (21CP)	Subsection (21CP)	Recommendation Number and Name (21CP)	Next Step (TPD/COT)	Current Status (TPD/COT)	Transformation Objective Alignment (TPD/COT)
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.	Further analysis/study needed	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.	TPD - "Just do it"	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.	TPD - "Just do it"	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.	Further analysis/study needed	Not Started	Organizational culture supports anti-racist actions

Area # (21CP)	Area Name (21CP)	Subsection (21CP)	Recommendation Number and Name (21CP)	Next Step (TPD/COT)	Current Status (TPD/COT)	Transformation Objective Alignment (TPD/COT)
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.	Further analysis/study needed	In Progress	Organizational culture supports anti-racist actions
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.	Further analysis/study needed	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.	Further analysis/study needed	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.	Preparing for CPAC review	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.	Preparing for CPAC review	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.	Preparing for CPAC review	In Progress	Outside of GARE Objectives

Area # (21CP)	Area Name (21CP)	Subsection (21CP)	Recommendation Number and Name (21CP)	Next Step (TPD/COT)	Current Status (TPD/COT)	Transformation Objective Alignment (TPD/COT)
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	Preparing for CPAC review	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.	Preparing for CPAC review	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 - "Just do it"	In Progress	Communities of Color feel safe and have trust in TPD practices, policies, and procedures
5	Accountability Systems		60: TPD should require supervisors and officers to carry written materials on how to file complaints.	TPD - "Just do it"	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.	TPD - "Just do it"	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

Area # (21CP)	Area Name (21CP)	Subsection (21CP)	Recommendation Number and Name (21CP)	Next Step (TPD/COT)	Current Status (TPD/COT)	Transformation Objective Alignment (TPD/COT)
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.	TPD - "Just do it"	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.	TPD - "Just do it"	In Progress	Communities of Color feel safe and have trust in TPD practices, policies, and procedures