



## City of Phoenix

**To:** Jack Harris  
Public Safety Manager

**Date:** December 15, 2008

**From:** Alton Washington  
Assistant City Manager

**Subject:** LETTER OF EXPECTATION

As a result of a recent City Auditor's report, I feel it's necessary to clarify my expectations for your role as the Public Safety Manager. Although, the City Auditor found no evidence to support the claim of favoritism, nor conflict of interest, he did conclude that your actions could be viewed as favoritism or preferential treatment.

In your role as the Public Safety Manager for the City of Phoenix, you must be diligent in your efforts to avoid any appearance of special treatment. When individuals believe decisions are based solely on relationships or favors owed, these decisions can lower employee morale and create skepticism in the workforce. You are expected to exercise sound judgment and to be mindful of the perceptions created by your actions.

If you have any questions or comments, please feel free to contact me. I am always available to provide feedback.