



City of Phoenix

To: Jeri Williams
Police Chief

Date: August 11, 2021

From: Ed Zuercher
City Manager

Subject: IMMEDIATE ACTION REQUIRED

The actions of certain members of the Phoenix Police Department have damaged the reputation of the department itself, as well as the reputations of officers throughout the department who come to work every day to serve this community to the best of their ability. You are responsible for working in concert with me, and with the Mayor and City Council, to rebuild that reputation.

Our highest-level obligation to the people of Phoenix is to ensure city business is conducted transparently, ethically and equitably.

Evidence that has emerged in the Ballard Spahr investigation suggests that members of the Phoenix Police Department have failed in fulfilling those obligations. And in the case of the gang-related charges, I know from our conversations that you agree with me that the actions detailed in these reports are unacceptable, should never have happened, and must never happen again.

I also find it deeply concerning that these matters were never raised to your attention, and in fact it appears that some in your leadership team, including three assistant chiefs, didn't recognize the issue as serious and didn't ensure policy was followed.

I expect action. Please respond immediately with your specific plans for discipline of members of your department who participated in or oversaw these failures, as well as your plans for appropriate reorganization and/or reassignment of members of your command staff. I also expect to see your recommendations for specific departmental policy changes that will ensure this never happens again.

c: Jeff Barton
Julie Kriegh



City of Phoenix

To: Ed Zuercher
City Manager

Date: August 12, 2021

From: Jeri Williams 
Police Chief

Subject: RESPONSE TO MEMO

We must and will do better.

I agree with you that the behavior and actions described in the Ballard Spahr report are reprehensible. I further agree that it is my responsibility to swiftly produce a plan that includes disciplinary action, department reorganization, and revised policies and procedures that meet the high standards of ethics and transparency you have called for, and the people of Phoenix should expect.

I feel, perhaps more acutely than most, the need to accept responsibility and to take quick action to address these egregious actions and rebuild trust in the Phoenix Police Department and its officers. I am committed to seeing this process through and to repairing the damage done to this department's relationship with the community we serve.

In managing the situation these are the steps I am planning to take include:

- Today
 - Reassign the 3 Assistant Chiefs involved in the gang investigation.
 - Any commander named in the reports will not be considered for the Assistant Chief position.
 - Serve the notice of investigation on Sgt. Doug McBride for his involvement in the gang investigation
 - Any TRU personnel named in the report will no longer serve in the TRU.
 - Mandate PSB to work with HR on the administrative investigation of all employees involved in the gang charges incident.
- By August 30, 2021
 - Update on the investigation of Sgt. Doug McBride
- Within 30 days
 - Revise policy on the following:
 - Require approval by the Chief of any felony charges reference First Amendment demonstrations
 - Reiterate the required process for identifying any individual involved in any street gang
 - Reiterate the responsibility of all command level members to notify the Police Chief of deviation of practices in any high-profile incident.

- Review the process SID (Special Investigations Detail) utilizes to determine any violation of policy or law
 - Clarify policy for information gathering and analysis reference information obtained by other law enforcement sources in any criminal investigation.
- Provide update on all administrative investigations of employees involved in the gang charge investigation

c: Jeff Barton
Lori Bays
Cris Meyer
Julie Kriegh