



# BREVARD COUNTY SHERIFF'S OFFICE

Titusville, Florida

## Memorandum

**Date:** December 16, 2016

**To:** Chief Doug Waller via Chain of Command

**From:** Lieutenant Kelly Simpkins 130 *KAS/30*

**Re:** 2016 – CI – 035

Deputy Jeremy Hart, ID#0584

Sergeant James Haman, ID#0429

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### Synopsis of Complaint

On Tuesday, November 22, 2016, at 0033 hours, Deputy Hart responded to 1422 Licht Street, Apartment A, in Cocoa in reference to an unresponsive male identified as Conrado Virata. During the course of the investigation, Deputy Hart conducted interviews with Mr. Virata's wife and sister. Deputy Hart obtained information which indicated the death could be from prior medical conditions or a drug overdose. Deputy Hart was unable to make contact with Mr. Virata's doctor to sign the death certificate and as such would make this case an unattended death. Deputy Hart contacted the Medical Examiner who responded and assumed the investigation. However, Deputy Hart did not contact a Major Crimes agent or Sergeant Haman that night.

Deputy Hart made contact with Agent Walker two days later while working an off-duty detail, and explained the case to him.

Deputy Hart did not submit his report in this case until November 25<sup>th</sup>, and Sergeant Haman did not review and approve the report until November 28<sup>th</sup>. While reviewing the report, Sergeant Haman became aware of the situation for the first time. Sergeant Haman then contacted me and advised me of this case. I instructed Sergeant Haman to complete a memorandum requesting an inquiry.

The details of this incident are contained in a memorandum completed by Sergeant Haman on November 30<sup>th</sup>. This memorandum was forwarded to Chief Deputy Waller for review.

On December 2, 2016, I received an email from Staff Services authorizing an inquiry into the recent performance of Deputy Jeremy Hart, ID #584, during a death investigation and Sergeant James Haman, ID #429, for his supervisory overview of Deputy Hart. This

*Concise,*  
*[Signature]*  
12/16/16

inquiry is a result of Sergeant Haman requesting an inquiry into the improper handling of a death investigation by Deputy Hart. CR # 2016-00395188

### **Details of Inquiry**

Deputy Hart has been assigned to the West Precinct Charlie squad since December 22, 2015. Sergeant Haman has been assigned as the shift supervisor for the West Precinct Charlie squad since August 2013. I was assigned to Charlie squad as shift lieutenant on September 2016, I was not working at the time this call came out.

### **Interview with Agent Nick Walker**

On December 9<sup>th</sup>, at approximately 1800 hours, I conducted a sworn recorded interview with Agent Nicholas Walker, ID #697, in my office at West Precinct. Agent Walker stated in substance the following:

Agent Walker advised while working an off-duty detail with Deputy Hart on Thanksgiving Day, November 24<sup>th</sup>, Deputy Hart approached him about a death investigation he had worked. Deputy Hart said while completing the investigation he believed the male suffered from a medical condition or a drug overdose. Deputy Hart also advised he was unable to make contact with the attending physician so he contacted the medical examiner's office, who responded out and assumed the investigation. Deputy Hart advised the next day he reviewed the policy on death investigations and realized he should have contacted the Major Crimes Unit. Agent Walker explained to Deputy Hart that, per policy, if a doctor will not sign a death certificate then the Homicide Unit must be notified. Agent Walker stated he then told Deputy Hart to forward him a copy of the report.

Agent Walker advised if Deputy Hart would have called him the night of the death investigation and relayed the information that was in the report, he would not have come out to the scene and the case would have followed the same path it is currently on.

### **Interview with Deputy Matthew Swartz**

On December 9<sup>th</sup>, at approximately 1825 hours, I conducted a sworn recorded interview with Deputy Matthew Swartz, ID #73, in my office at West Precinct. Deputy Swartz stated in substance the following:

On November 16<sup>th</sup> and 17<sup>th</sup>, Deputy Swartz was working as the acting corporal for Charlie squad, while Corporal Joshua Strait was off. I asked Deputy Swartz if he recalled a conversation I had with Deputy Hart on November 17<sup>th</sup>, in reference to him holding a found property report from the night before. Deputy Swartz advised he did remember the conversation and specifically that Deputy Hart was told he was not allowed to hold any reports without supervisory approval. Deputy Swartz was not involved further in the death investigation in question, and has no additional input in this inquiry.

### **Interview with Corporal Joshua Strait**

On December 9<sup>th</sup>, at approximately 1834 hours, I conducted a sworn recorded interview with Corporal Joshua Strait, ID #1613, in my office at West Precinct. Corporal Strait stated in substance the following:

I asked Corporal Strait if he had any knowledge of the death investigation that Deputy Hart had conducted on November 22<sup>nd</sup>. Corporal Strait advised he did not have any knowledge of that case. I asked Corporal Strait if he recalled Deputy Hart contacting him and asking for any direction on how to handle the case or if he could hold the report until he returned to work. Corporal Strait advised he did not recall Deputy Hart contacting him about this case to either ask for direction or to hold the report.

I then asked Corporal Strait to view a "West Precinct Shift Supervisor's Daily Report" for Sunday, September 18<sup>th</sup>. After reviewing the document Corporal Strait advised he and Deputy Hart were both working and at the squad briefing that evening. Corporal Strait then advised in the note section of the document he will usually write a synopsis of what is discussed. Corporal Strait advised at this particular squad meeting Sergeant Haman asked the entire squad to contact either the corporal or himself prior to clearing all calls. I then asked Corporal Strait if Sergeant Haman had retracted his directive of having the deputies call either him or the corporal prior to leaving their calls for service since September 18<sup>th</sup>. Corporal Strait advised Sergeant Haman had not retracted the directive, however, while Sergeant Haman was on leave I had instructed the deputies that I did not want them calling me unless they needed assistance.

#### **Second Interview with Corporal Strait**

On December 11<sup>th</sup>, at approximately 2033 hours, I conducted a second sworn recorded interview with Corporal Joshua Strait, in my office at West Precinct. This interview was completed in an attempt to verify some information that Deputy Hart had presented during his interview. Corporal Strait stated in substance the following:

I asked Corporal Strait if he recalled Deputy Hart calling him on November 22<sup>nd</sup>, about the death investigation. Corporal Strait stated he did not recall a specific call from Deputy Hart about a death investigation that night.

#### **Interview with Sergeant James Haman**

On December 9<sup>th</sup>, at 1911 hours, I met with Sergeant Haman and served him with the Notice of Administrative Investigation. Sergeant Haman advised that he wished to be interviewed at that time and without representation present. Prior to starting the interview, Sergeant Haman was allowed to review the investigative file and listen to the recorded interviews, however he declined to review the investigative file or listen to any of the recorded interviews. Prior to any questioning, Sergeant Haman was read his Administrative Investigation Warning, which he stated he understood and signed.

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I then conducted a sworn recorded interview with him at 1923 hours. It should be noted on the recorded interview, I state the date is December 12, 2016, when it was actually December 9, 2016.

Sergeant Haman stated in substance the following:

I showed Sergeant Haman a "West Precinct Shift Supervisor's Daily Report" for Sunday, September 18<sup>th</sup>. After reviewing the document, I asked Sergeant Haman if Deputy Hart and he were working on that day, and he advised they were. Sergeant Haman acknowledged he had given a directive to his squad that either he or the corporal will be contacted before clearing all calls. I then asked Sergeant Haman if he was contacted by Deputy Hart on November 22<sup>nd</sup>, in reference to a death investigation. He advised he had not been contacted. I then asked Sergeant Haman if either he or Corporal Strait had contacted Deputy Hart about this case that night and he advised they had not. I then asked him if Deputy Hart had contacted him prior to the end of shift on November 22<sup>nd</sup>, to obtain permission to hold the report and he advised he had not been contacted.

I then reviewed the Mobile Web Report Viewer History for BCSO Case 2016-00395188 with Sergeant Haman which reads as follows:

11/22/2016	4:51 am	work in progress	bcs0\jeremy.hart
11/25/2016	12:20 am	Submitted	bcs0\jeremy.hart
11/28/2016	3:31 am	Accepted	bcs0\james.haman
12/05/2016	12:58 pm	Merged	bcs0\53850

After reviewing this information with Sergeant Haman, he confirmed he had approved the report on November 28<sup>th</sup>, at 0331 hours. Sergeant Haman also advised that when he reviewed the case report on November 28<sup>th</sup>, this was the first time he became aware that the death was unattended and the Homicide Unit had not been properly notified. Sergeant Haman then contacted me on November 28<sup>th</sup>, and advised me of this case.

Sergeant Haman advised he had spoken to Deputy Hart about this case after reviewing the report. He questioned Deputy Hart on why the case was being sent to Agent Walker when the report did not mention the Homicide Unit was ever notified. Deputy Hart advised Sergeant Haman while on the scene of the death investigation, he read his Field Training Outlines. The outline did not state that he needed to contact the Homicide Unit on unattended deaths. Deputy Hart then told him he was reading policy the next day and realized he needed to contact the Homicide Unit. Deputy Hart then told Sergeant Haman he did not contact him or the Homicide Unit immediately because he was working an off-duty detail the next day, Thanksgiving Day, with Agent Walker. Deputy Hart decided to wait until then to explain it to Agent Walker.

Sergeant Haman advised from the time Deputy Hart responded to the death investigation on November 22<sup>nd</sup>, until he reviewed and approved the report on November 28<sup>th</sup>, Deputy Hart never contacted him about this case. Even though the report had been uploaded on November 25<sup>th</sup>, Sergeant Haman stated he had not reviewed the report prior to November 28<sup>th</sup>, mainly because Deputy Hart had not turned in the enclosures (two property receipts)

which are required to be turned in by the end of shift as well. It should be noted that Sergeant Haman was covering the squad on Tuesday, November 22<sup>nd</sup>, and was not aware of this particular call for service until reviewing the case report submitted by Deputy Hart six days later.

### **Interview with Deputy Jeremy Hart**

On December 9<sup>th</sup>, at 2030 hours, I served Deputy Jeremy Hart with a Notice of Administrative Investigation in my office at the West Precinct. At that time, Deputy Hart requested to have representation with him during his interview. At the request of Deputy Hart I contacted the Coastal Florida Police Benevolent Association, Representative Mr. Al Boettjer, and set up a meeting on Sunday, December 11<sup>th</sup>, at 1800 hours, in my office at the West Precinct.

On December 11<sup>th</sup>, at 1900 hours, I met with Deputy Hart, and his representative, Mr. Al Boettjer, from the Coastal Florida Police Benevolent Association. After Deputy Hart and Mr. Boettjer reviewed the case file to their satisfaction, I conducted an audio-recorded, sworn interview with Deputy Hart. Prior to asking Deputy Hart any questions, he was read the Administrative Investigation Warnings, which he acknowledged he understood and signed. Deputy Hart stated in substance the following:

Prior to talking about the death investigation, I asked Deputy Hart if he remembered a conversation on November 17<sup>th</sup>, that he and I had prior to squad briefing, where I told him he was not allowed to hold any reports without supervisory approval. Deputy Hart acknowledged that he remembered the conversation and he understood it.

I then asked Deputy Hart to summarize the death investigation for me. Deputy Hart explained he and Deputy Donaldson arrived on scene and the Brevard County Fire Rescue Unit was already on scene administering CPR. Deputy Hart said he made contact with the decedent's wife and sister and started obtaining information. Shortly thereafter, Deputy Donaldson was dispatched to another call and left the scene. Deputy Hart said he then conducted recorded interviews and attempted to contact the decedent's physician, but due to the late hour he was unable to make contact with him. Approximately 20 minutes later he contacted the Medical Examiner's Office, who assumed the investigation and responded out to collect the decedent's body. Deputy Hart was collecting the decedent's medication when Deputy Brian Drulard showed up to assist while he went out to his vehicle.

Deputy Hart stated he went to his patrol vehicle and reviewed the Field Training Outlines because he was unsure if the Homicide Unit needed to be notified. After reviewing the Field Training Outlines, he did not see anything that told him to contact the Homicide Unit. He then opened up the agency policy on death investigations. As he was reading it, he stated he became fixated on the line, "if there is nothing suspicious observed or you don't think anything is suspicious then you don't need to contact them (Homicide Unit)". Deputy Hart then called Corporal Strait and said, "I have a question, but you know what don't worry about it I answered my own question, it's related to this death investigation." Deputy Hart then believes he told Corporal Strait, "I don't see anything suspicious so I

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don't need to contact the Homicide Unit." Deputy Hart advised it was a real quick conversation with Corporal Strait. After leaving the residence, and before the end of shift, he dropped off all the decedent's medication at the West Precinct. Deputy Hart then said he just forgot to ask for permission to hold the report.

Deputy Hart said he was off for the next two days which were his regular days off. Deputy Hart said on Thursday, November 24<sup>th</sup>, he worked an off-duty detail with Agent Walker. During the detail, he explained the details of the investigation to Agent Walker. Agent Walker advised him that with the circumstances of the case he provided, this case would be an unattended death and the Homicide Unit's on call agent should have been contacted. Agent Walker then told him to just send him a courtesy copy of the report.

Deputy Hart advised later that night he completed and submitted the report. He also read the entire death investigation policy. Deputy Hart stated while reading the policy he realized, he "screwed up" and he should have contacted his supervisor and the Homicide Unit, because it was an unattended death.

Deputy Hart confirmed that Sergeant Haman has a directive that either he or the corporal will be contacted prior to clearing any call. Deputy Hart also acknowledged that he did not contact Sergeant Haman at all during this case, and only spoke with him after Sergeant Haman called him on November 28<sup>th</sup>, and questioned him on it.

I asked Deputy Hart about the conversation he had with Corporal Strait about the death investigation that night. Deputy Hart agreed that because he did not relay any information to Corporal Strait about the case that Corporal Strait could only assume the physician signed and it was a natural death.

I asked Deputy Hart if he asked to hold the report and he said "No". I then asked if he knew he had to ask to hold a report and he said "Yes".

### **Second Interview with Deputy Hart**

On December 15<sup>th</sup>, at approximately 1455 hours, Major Alex Fischback met with Deputy Hart, and his representative, Mr. Al Boettjer, from the Coastal Florida Police Benevolent Association in the Staff Services Office. Major Fischback conducted an audio-recorded, sworn interview with Deputy Hart. This interview was to clarify the viewing of agency policy during the death investigation and phone calls made to Corporal Strait. Deputy Hart stated in substance the following:

Deputy Hart advised during the unattended death investigation, he either reviewed the agency policy on the Power DMS system or from a file he created on his laptop from the Power DMS system. Deputy Hart then supplied a text message which clearly indicates an outgoing call to Corporal Strait on November 22<sup>nd</sup>, at 0209 hours. Then an incoming call from Corporal Strait at 0213 hours.

Deputy Hart acknowledged after reviewing the death investigation policy that he handled this unattended death case incorrectly. Deputy Hart also advised while being interviewed the first time by me he did not intend to mislead in anyway.

During this interview the Sheriff's Office Computer Services Unit conducted a check of Deputy Hart's laptop computer, to determine his computer activities during the time frame of this unattended death investigation. Sheriff's Office Computer Services Unit was able to determine Deputy Hart had created a DMS file and *Policy 500.64 Death Investigations* was located inside of it. However, they were unable to determine if Deputy Hart did or did not access it during the time frame he was on the unattended death investigation.

**Other investigative efforts:**

On November 13<sup>th</sup>, I contacted Mr. Jeffery Jarivs the Agency Accreditation/Policy Manager. I asked him to run an audit of the Power DMS system to verify Deputy Jeremy Hart's access to Policy *500.15 Field Reporting Procedures* and Policy *500.64 Death Investigations*. The Audit shows Deputy Hart signed that he read and understood the death investigation policy on September 21, 2015, at 1618 hours. Deputy Hart signed that he read and understood the field report procedures on October 28, 2016, at 0134 hours.

The audit also indicates Deputy Hart has only opened the death investigation policy four times since signed it on September 21, 2015. The times and dates are as follows:

11/26/2016 at 12:55:44 AM  
11/25/2016 at 5:32:16 PM  
11/24/2016 at 9:04:50 PM  
11/18/2015 at 7:07:05 AM

**Conclusion:**

***Deputy Jeremy Hart***

Deputy Hart responded to this unattended death investigation at 0033 hours, and cleared the scene at 0348 hours. Deputy Hart advised while he was waiting for the medical examiner's transport to arrive he started his case report. After clearing this call, dispatch only shows Deputy Hart responding to one more call for service, at 0543 hours. At 0611 hours, Deputy Hart logged the decedent's medication into evidence at the West Precinct. This would have given Deputy Hart two hours to complete and submit his report which he failed to do. Deputy Hart also failed to turn in the enclosures for this case report until sometime after November 25<sup>th</sup>, even though he was at the West Precinct turning in evidence the morning of November 22. Deputy Hart returned to work on Tuesday evening (November 22<sup>nd</sup>) at 1745 hours, for his next scheduled shift. Deputy Hart worked that entire twelve hour shift, but did not submit his case report or the enclosures. The Mobile Web Report Viewer History for BCSO Case 2016-00395188 clearly indicates Deputy Hart did not start this case report until 0451 hours, on November 22<sup>nd</sup>. Deputy

Hart then did not submit this case report until November 25<sup>th</sup>, at 0020 hours, which is three days late.

Deputy Hart was aware prior approval from a supervisor is required in order to hold a report past the end of his shift. He was just verbally counseled by me (Lieutenant Simpkins) on November 17<sup>th</sup>, only five days prior to this incident. Deputy Hart acknowledged that he did not have approval to hold this case report.

Deputy Hart advised that on November 22<sup>nd</sup>, while on scene of the death investigation he only read part of the death investigation policy not the entire document. Deputy Hart also advised during this unattended death investigation he read the Field Training Outlines for guidance. It should be noted, the Field Training Outlines are a document used by Field Training Officer to assist in the training of new deputies. These outlines are to be used in conjunction with the field training officer's experience and the agency policies and procedures, not as a stand-alone document.

Although this case appears to have been of natural causes or an overdose, had this been a homicide, Deputy Hart's failure to contact Sergeant Haman and the Homicide Unit could have resulted in lost evidence.

Deputy Jeremy Hart's actions were in violation of General Order **400.04 Substandard Performance, 500.15 Field Reporting Procedures and 500.64 Death Investigations**. Thus, the findings relative to these allegations are **Sustained**.

#### ***Sergeant James Haman***

In September, Sergeant Haman had given a directive to the entire Charlie squad, including Deputy Hart, that either he or Corporal Strait were to be notified of all calls prior to leaving the scene. Sergeant Haman failed to monitor Deputy Hart's activity during this shift and was unaware that he had worked an "unattended" death until six days later. Part of this delay was because Sergeant Haman failed to process the report when it was uploaded on November 25<sup>th</sup>. Had Sergeant Haman monitored his staff appropriately and processed Deputy Hart's case report more promptly, he might have been able to rectify the issues with this case in a timelier manner.

Sergeant Haman's actions were in violation of General Order **400.04 Substandard Performance and 500.15 Field Reporting Procedures**. Thus, the findings relative to these allegations are **Sustained**.

#### **Oath**

I, Lieutenant Kelly Simpkins, do hereby swear, under penalty of perjury, that to the best of my personal knowledge, information, and belief, I have not knowingly or willfully deprived, or allowed another to deprive, the subject of the investigation of any of the rights contained in ss. 112.532 and 112.533, Florida Statutes.

*ESL*



Signed LT. Kelly 130  
Lieutenant Kelly Simpkins, Id# 130

Sworn to and subscribed before me, the undersigned authority, this 16th day of December, 2016.

Signature [Signature]  
~~NOTARY PUBLIC~~ LAW ENFORCEMENT OFFICER  
IN PERFORMANCE OF OFFICIAL DUTIES

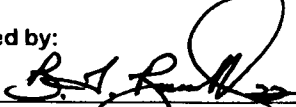
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Brevard County Sheriff's Office  
Titusville, Florida

**MEMORANDUM**

**DATE:** January 05, 2017  
**TO:** Deputy Jeremy Hart, #584  
**FROM:** Chief Deputy Douglas Waller  
**RE:** Final Action  
 Administrative Investigation 2016-CI-035

<b>A TRUE COPY</b>	
TIME	6:00 PM .M.
DATE	Jan. 11, 2017
BREVARD COUNTY SHERIFF'S OFFICE	
Received By: Jeremy Hart	
 #584 Signature of Employee Served	
Served by:	
 Signature of Agent/Deputy	

Administrative Investigation **2016-CI-035** is now closed. The final action regarding this matter is the determination of sustained charges and the application of appropriate corrective action.

After a review of the facts laid out in the investigative report, and in consideration of the comments you made during your pre-deprivation hearing on January 04, 2017, I have determined that your actions during this incident were in violation of the established policies and procedures of the Brevard County Sheriff's Office. Specifically, during an investigation into an unattended death you failed to make the proper notifications as required by policy and you failed to complete and submit the report in a timely manner. These actions are in violation of the following policies and procedures:

- Section **400.04 Substandard Performance – Sustained**
- Section **500.15 Field Reporting Procedures- Sustained**
- Section **500.64 Death Investigation-Sustained**

During your hearing you were very open and apologetic about the mistakes that you made during this event and it was clear to me that you understand the gravity of this situation. You represented yourself very well during your hearing and I believe that you are sincerely remorseful for your actions and are fully committed to being a productive member of the Brevard County Sheriff's Office. I am disappointed that you did not utilize the resources available to you during your handling of this incident, I believe a single call to your supervisor could have prevented this incident.

Prior to determining a corrective action in this matter I reviewed your recent work history with Commander Barnett. During this review I noted that within just the last few months you were issued a **Written Counseling** for your handling of a Domestic Violence case (Refer to 2016-A-105) and in a separate incident you were issued a **Letter of Reprimand**

**Final Action 2016-CI-035**

**January 05, 2017**

**Page 2**

for your handling of contraband. In both of these instances you displayed a lack of judgement that belies your status as a deputy sheriff with five years of experience.

Based on the input I received from Commander Barnett, and on the progressive nature of your conduct, I have determined that the corrective action in this matter will be an **eight (8) hour Suspension Without Pay**.

Barring a Civil Service Appeal or Collective Bargaining Grievance of the proposed disciplinary action, the unpaid suspension will be served at Commander Barnett's discretion. While on unpaid suspension, you are not to enter into the secured areas of any Brevard County Sheriff's Office facility. You are also not authorized to work any overtime during the pay cycle that you serve your suspension, if you incur any overtime you are to immediately notify Commander Barnett or his designee.

You are noticed that any repeat of this type of behavior will result in progressive discipline to include termination of your employment.

If you file a Civil Service Appeal or Collective Bargaining Agreement grievance in regards to the proposed disciplinary action, the period of unpaid suspension will be postponed until the appeal or grievance process is completed.

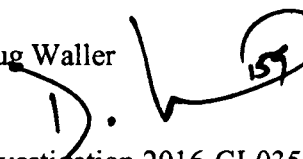
As provided by the Civil Service Act, Chapter 83-373, Laws of Florida, you may appeal this disciplinary decision to the Civil Service Board. As provided for in the Collective Bargaining Agreement between the Coastal Florida Police Benevolent Association and the Brevard County Sheriff's Office, you may file a disciplinary grievance to this disciplinary action. You may only choose one process. To appeal or grieve this action, you must file a petition for review within ten days of receipt of this memorandum. The petition for review shall be filed by United States mail, registered, return receipt requested, or in person with H.R. Manager Lisa Gillis, Personnel, and 700 Park Avenue, Titusville, FL 32780. A copy of any petition should also be directed to my attention.


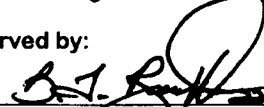
cc: Commander Bruce Barnett  
Human Resource Manager Lisa Gillis  
Investigative File 2016-CI-035



Brevard County Sheriff's Office  
Titusville, Florida

**MEMORANDUM**

**DATE:** January 5, 2017  
**TO:** Sergeant James Haman ID#429  
**FROM:** Chief Deputy Doug Waller   
**RE:** Final Action  
 Administrative Investigation 2016-CI-035

<b>A TRUE COPY</b>	
TIME	<u>6:45 pm</u> .M.
DATE	<u>Jan 11, 2017</u>
BREVARD COUNTY SHERIFF'S OFFICE	
Received By:	<u> #429</u>
Signature of Sergeant James Haman #429	
Served by:	<u></u>
Signature of Agent/Deputy	

Administrative Investigation 2016-CI-035 is now closed. The final action regarding this inquiry is the determination of sustained charges and the application of appropriate corrective action.

After a review of the Administrative Investigation, and in consideration of the input you provided at your "Pre-Deprivation Hearing" on January 4, 2017, I have determined that your actions in this incident were in violation of the established policies and standards of the agency.

Specifically, you failed to properly supervise a subordinate employee that was conducting an investigation into an unattended death and you failed to review and process his report of this incident in a timely manner. As we discussed during your hearing, given the needs of this particular employee, I believe that you should have been paying closer attention to what he was doing. Had you been more focused on his needs we might not be where we are today.

As a result of my review, I am sustaining the following policy violations:

- **400.04 Substandard Performance**
- **500.15 Field Reporting Procedures**

During your hearing you accepted responsibility for your actions. As we discussed, you set the tone for how the deputies assigned to your squad are going to perform. They look to you for leadership and direction and you must be able to provide them with the level of supervision that they need. Commander Barnett and I discussed your performance and he expressed to me that he felt your leadership performance requires improvement. It is his belief that you have become "detached" from your squad recently and he felt that may be having a negative impact on your performance. I hope this incident is an anomaly and that it is not reflective of your overall performance. As we go forward, I would

encourage you to meet with Commander Barnett so that you can get his input and direction on this matter. Commander Barnett and I have known you for many years now and we both believe that you are capable of being an excellent supervisor. Because of our belief in your abilities, I am going to mitigate the corrective action in this matter down to a **Letter of Reprimand**.

You are forewarned that any subsequent violations could lead to progressive discipline up to, and including, termination of your employment.

*This memorandum shall serve as your Letter of Reprimand.*

Cc: Commander Bruce Barnett  
H.R. Manager Lisa Gillis  
Copy to file 2016-CI-035