

**Investigative Report**  
**Consuela Howard and Cedric Alexander**  
February 5, 2016

- I. **Charging Party:** Consuela Howard, Police Lieutenant, black female, Date of Hire: January 3, 1997
- II. **Accused:** Cedric Alexander, Deputy Chief Operating Officer, black male, Date of Hire: March 28, 2013.
- III. **Complaint: Sexual Harassment** – The complaint originated through a third party, former Police Major Karen Anderson, who was the supervisor of Lieutenant Howard. Major Anderson informed Police Chief James Conroy of the allegations during her contentious December 2015 termination. Chief Conroy forwarded the allegations to Human Resources (HR) for investigation and resolution. Please refer to Enclosure (2).

The complaint is comprised of two (2) allegations, *unwelcome advances* and *subsequent intimidation/retaliation for rejecting same*. A detail account of each allegation and respective Finding of Facts and Conclusions are contained in Section VI.

- IV. **Remedy Requested:** Lieutenant Howard stated, *"I just wanted Dr. A [Alexander] to leave me alone... He had made this entire year hostile... ..I am very tired of him and tired of his attacks. This has become very stressful and enough is enough."* Please refer to Enclosure (2), page (31), paragraph (2).
- V. **Investigative Methods and Procedures:** The investigation sought to obtain testimony from those in a position to observe the alleged conduct. In addition to the principal parties, other individuals interviewed are listed below:

**A. Individuals Interviewed and Documents Reviewed:**

- |   |                  |
|---|------------------|
| 1. Lieutenant Consuela Howard - Statement (Complaint)     | Enclosure (2)    |
| 2. County Emails - Dr. Alexander/Lt. Howard               | Enclosures (3,4) |
| 3. Taped Meeting (9-29-16) Alexander, Howard and Anderson | Enclosure (5)    |
| 4. Rayna Longshore – Questionnaire                        | Enclosure (6)    |
| 5. Dr. Cedric Alexander – Questionnaire                   | Enclosure (7)    |
| 6. Officer Tammy Sandifer – Questionnaire                 | Enclosure (8)    |
| 7. Assistant Chief Michael Yarbrough - Questionnaire      | Enclosure (9)    |
| 8. Chief James Conroy - Questionnaire                     | Enclosure (10)   |
| 9. Kelly Gunby (citizen) - Questionnaire                  | Enclosure (11)   |

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10. Officer Tanisha Moore – Questionnaire	Enclosure (12)
11. Detective Malik Haughton – Questionnaire	Enclosure (13)
12. Sergeant Theodore Golden	Enclosure (14)
13. Detective Lesa Robertson	Enclosure (15)
14. Major Brian Harris – Statement (memo)	Enclosure (16)
15. Major Scott Gassner - Questionnaire	Enclosure (17)
16. Investigator Willie McCain, Retired – Statement (memo)	Enclosure (18)
17. Sandra Ferguson (citizen) – Statement (memo)	Enclosure (19)
18. Assistant Chief Edward Jones - -Questionnaire	Enclosure (20)

**Others Interviewed/Statements not Referenced**

19. Sergeant Steven Coachman – Questionnaire	Enclosure (21)
20. Lieutenant Christopher Collie– Questionnaire	Enclosure (22)
21. Major Keemeit Johnson – Questionnaire	Enclosure (23)
22. Detective Ben Gaither – Questionnaire	Enclosure (24)
23. Lieutenant Bryon Holmes – Questionnaire	Enclosure (25)
24. Major Timothy Hunt, Retired – Questionnaire	Enclosure (26)
25. Sergeant Mark Johnson – Questionnaire	Enclosure (27)
26. Kyle Jones – Statement (memo)	Enclosure (28)
27. Sergeant Janice Love – Questionnaire	Enclosure (29)
28. Major Sonya Porter– Questionnaire	Enclosure (30)
29. Detective Lisa Robinson – Questionnaire	Enclosure (31)
30. Sergeant Freddy Walker – Questionnaire	Enclosure (32)
31. Sergeant Jeff Wiggs – Questionnaire	Enclosure (33)
32. Master Police Officer Steven Williams – Questionnaire	Enclosure (34)

**B. Records Reviewed:**

1. DeKalb County emails between Dr. Alexander and Lieutenant Howard for the periods March 28, 2013 – December 14, 2015. Please refer to Enclosures (3) and (4).
2. Taped recording of a September 29, 2015 meeting involving Dr. Alexander, Lieutenant Howard and Major Anderson. Please refer to Enclosure (5).
3. Personnel files of Dr. Alexander and Lieutenant Howard

**VI. Allegations, Finding of Facts and Conclusions:**

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- A. **Allegation 1:** Lieutenant Howard accused Dr. Alexander of making unwelcome advances and cited the below five incidents as examples of same. The alleged events occurred between June 2013 and August 2013.

**Note:** Finding of Facts and Conclusions for Advances 1 thru 5 are identical and repeated after each alleged advance. This allows each instance to stand on its own merit with a comprehensive explanation if individually extracted post investigation.

1. **Advance Number 1:** Lieutenant Howard stated, "...*Chief Alexander began talking when he asked me if I liked him. I agreed that I liked him as a friend. He then told me that I like him a lot which I said I like you but I am just getting to know you. Chief Alexander stated that we had a strong connection and that there was nothing wrong with two consenting adults caring about one another. At that time, I could see that Chief Alexander was talking about more than a friendship... I advised him that I loved President Obama but I wasn't trying to sleep with in [him].*" Please refer to Enclosure (2), page (4), paragraph (2).

*"He asked me if I would ever get in a relationship with a guy like him. I tried to be discreet and said yes if he was younger. ...I had to come out and tell him directly, "I do not sleep with old men. ...Chief Alexander smiled and replied, 'So you think I'm too old for you? I get it.' He stated he liked dating younger women because they kept themselves in shape compared to women his own age that did not take care of themselves."* Please refer to Enclosure (2), page (4), paragraph (2); and page (5), paragraph (1).

**Findings of Facts:** Dr. Alexander categorically denied making the alleged advance at Lieutenant Howard. The above conversations, whether real or alleged, took place only in the presence of the two principal parties. Neither party provided witnesses to corroborate any of the above alleged conversations.

HR consulted the Department of Information Technology and obtained a history of County emails between Dr. Alexander and Lieutenant Howard for the period March 28, 2013 - December 14, 2015. No emails were found to support the subject matter referenced above. Please refer to Enclosures (3) and (4).

**Conclusions:** No evidence (witnesses, electronic or otherwise) was discovered to confirm or deny allegations of unwelcome advances. However, this conclusion does not mean the conduct did not exist. It means the conclusion is predicated solely on the evidence discovered. In the absence of reasonable proof, the allegation cannot be substantiated and is reduced to "*she said he said.*"

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2. **Advance Number 2:** Lieutenant Howard stated, *"A few days later I believe I was off that day when Chief Alexander called me and once again he brought up the conversation again about dating older men. I advised him I had no desire to date old men and nothing he could say would change it. Chief Alexander made a comment that I was being naïve which I immediately became very defensive and advised him that I may not have all those college degrees but "Naïve" is one thing that I am not. ...Chief Alexander advised he would never bring up this conversation again, he stated that he was clear on how I felt and wanted to make sure that our conversation was just between us. We ended the conversation in a good note after he advised we would never discuss the issue again..."* Please refer to Enclosure (2), page (5), paragraph (2).

**Findings of Facts:** Dr. Alexander categorically denied making the alleged advance at Lieutenant Howard. The above conversations, whether real or alleged, took place only in the presence of the two principal parties. Neither party provided witnesses to corroborate any of the above alleged conversations.

HR consulted the Department of Information Technology and obtained a history of County emails between Dr. Alexander and Lieutenant Howard for the period March 28, 2013 - December 14, 2015. No emails were found to support the subject matter referenced above. Please refer to Enclosures (3) and (4).

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3. **Advance Number 3:** Lieutenant Howard stated, *"...Chief Alexander advised he was taking a few days off and was driving down to see his mother in his home town of Pensacola, Fl. ...Chief Alexander suggested that I consider going with him, he stated we could hang out at the beach. I told him how much I loved the water but I thought it would be inappropriate for me to be going with him and walking around him in a bikini on the beach. He then stated that no one needed to know and I could stay at his mother's house and sleep in my own room since no one was there besides us..."* Please refer to Enclosure (2), page (6), paragraph (2).

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4. **Advance Number 4:** Lieutenant Howard stated, "*...He then asked me if I ever been to Miami, Fl. or Dallas, TX. I stated I visited Miami and Dallas years ago but haven't been there in a while. Chief Alexander advised I needed to go with him one day when he goes to Miami and Dallas so he could show me a great time.*" Please refer to Enclosure (2), page (6), paragraph (2).

**Findings of Facts:** Dr. Alexander categorically denied making advances at Lieutenant Howard. The above conversations, whether real or alleged, took place only in the presence of the two principal parties. Neither party provided witnesses to corroborate any of the above alleged conversations.

HR consulted the Department of Information Technology and obtained a history of County emails between Dr. Alexander and Lieutenant Howard for the period March 28, 2013 - December 14, 2015. No emails were found to support the subject matter referenced above. Please refer to Enclosures (3) and (4).

**Conclusions:** No evidence (witnesses, electronic or otherwise) was discovered to confirm or deny allegations of unwelcome advances. However, this conclusion does not mean the conduct did not exist. It means the conclusion is predicated solely on the evidence discovered. In the absence of reasonable proof, the allegation cannot be substantiated and is reduced to "*she said he said.*"

5. **Advance Number 5:** Lieutenant Howard stated, "*Chief Alexander said he wanted me to meet his daughter who is a few years younger than I am. One night*

*around the Christmas holiday, I recall Chief Alexander inviting me to go to the movies with him and his daughter, however, he wanted to go later in the evening and by the time he attempted to go I was too tired to go.” Please refer to Enclosure (2), page (6), paragraph (2).*

**Findings of Facts:** Dr. Alexander categorically denied making advances at Lieutenant Howard. The above conversations, whether real or alleged, took place only in the presence of the two principal parties. Neither party provided witnesses to corroborate any of the above alleged conversations.

HR consulted the Department of Information Technology and obtained a history of County emails between Dr. Alexander and Lieutenant Howard for the period March 28, 2013 - December 14, 2015. No emails were found to support the subject matter referenced above. Please refer to Enclosures (3) and (4).

**Conclusions:** No evidence (witnesses, electronic or otherwise) was discovered to confirm or deny allegations of unwelcome advances. However, this conclusion does not mean the conduct did not exist. It means the conclusion is predicated solely on the evidence discovered. In the absence of reasonable proof, the allegation cannot be substantiated and is reduced to “*she said he said.*”

**B. Allegation 2:** Lieutenant Howard accused Dr. Alexander of intimidation/retaliation for rejecting unwelcome advances and provided the below incidents as examples of same. Enclosure (2), pages (11) thru (31) contain the incidents described below followed by Finding of Facts and Conclusions:

1. **Incident Number 1 – Intimidation:** Lieutenant Howard stated, “...*He [Dr. Alexander] appeared to be frustrated but I wasn't aware it was towards me. ... He immediately replied, 'This is what I want to know, do you want to go to the N.O.B.L.E Conference?' I replied that I had already placed my paperwork in and haven't heard anything about it. He stated that was not what he asked; he wanted to know if I wanted to go to the conference. At this time, I could tell him [he] was upset with me or directing some type of anger towards me. I said yes I intended to go but if he wanted someone else to go then that would be fine. ...I wasn't sure if he was upset that I did not come to him first to get approval to go to the conference or not... I asked him if he wanted me to go when he replied, 'If I didn't want you to go I would have nipped it in the bud already...' I stood up, walked up to him as he stood in the doorway of his office and asked him directly, 'Do we need to talk?' I was pointing to him and I while trying to see if we needed to speak privately since he was having this conversation in front of Ms. Rayna's*

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*desk and speaking to me in a very disrespectful manner. I understand he was the Director of Public Safety, however, he still have to be professional when dealing with his subordinates. Dr. A immediately advised, 'No I don't have anything else to say, I said all I needed to say.'*" Please refer to Enclosure (2), page (12), paragraph (3).

**Finding of Facts:** Three individuals were present during this exchange - Lieutenant Howard, Dr. Alexander and Rayna Longshore, Administrative Coordinator. Lieutenant Howard used the words "frustrated, upset and angry" to describe Dr. Alexander's demeanor. Ms. Longshore described his disposition as "agitated" and stated, "...I was confused as to what just happen." Please refer to Enclosure (6), addendum, page (1).

Leading up to the above exchange, Dr. Alexander and Lieutenant Howard had a tense disagreement at the Porter Sanford Performing Arts Center about who should have been recognized in the McNair Elementary School/gunman incident. Dr. Alexander stated, "*I was still very bothered by her behavior during my last interaction with her at Porter Sanford. Therefore, my tone and tenor were short and direct.*" Please refer to Enclosure (7), response (49).

Everyone (Lieutenant Howard and Ms. Rayna), including Dr. Alexander, agreed he displayed a stern and somewhat prickly demeanor. Testimony from both parties (Lieutenant Howard and Dr. Alexander) suggests Dr. Alexander's surly disposition was prompted by their recent argumentative conversation at the Porter Sanford Performing Art Center. Lieutenant Howard believed more officers should have been recognized [for the McNair/gunman incident] at the recent department awards ceremony and was very vocal about her objections. As Dr. Alexander publicly recognized Detective Pitts, Lieutenant Howard simultaneously yelled out "*Oh HELL No.*" Her remarks were audible only in the vicinity of her table but her distain was clear.

**Conclusion:** Though Dr. Alexander's disposition may have been consistent with an authoritarian management style, no evidence was found linking his conduct to distant (eight/nine months earlier) alleged unwelcome advances. It is reasonable to conclude his conduct was prompted by their current disagreement over recognition activities.

- 2. Incident Number 2 – Intimidation:** Lieutenant Howard stated, "*March 10, 2015, ...Major A [Anderson] advised them to come in, the door opened up and Major Hunt walked in. He sat down... ...Major A began speaking. She replied, 'Lt. Howard it has come to our attention that we received*

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*a complaint regarding you. The complaint advised that you were being disrespectful to the Command staff and you cannot do that. You must speak with the Command Staff no matter where you are, even if you are at a function. ...Major A continued advising that it is in the county policy that I must address the Command Staff at all times and that the next time that I am disrespectful to a Command Staff I could be written up.*" Please refer to Enclosure (2), page (15), paragraph (2).

*"March 27, 2015 – Shortly after Major E.L. Jones was promoted to Assistant Chief of Uniforms, Chief Jones requested a meeting with me in reference to the Tactical Response Team. ...Chief advised he heard some disturbing things and a complaint on me already regarding being disrespectful to the command staff. ...once again no one could provide any information on where or who the complainant was coming from. However, I did advise Chief Jones I felt the complaint came from Dr. A because he felt I didn't speak to him at Chief Horner's retirement..."* Please refer to Enclosure (2), page (16), paragraphs (2) and (3).

**Findings of Facts:** A number of Police Department senior staff members and one citizen reported they were disrespected by Lieutenant Howard: Dr. Alexander, Chief Conroy, Chief Yarbrough, Chief Jones and Ms. Kelly Gunby. The following occasions provide examples of Lieutenant Howard's alleged behavior.

- **Horner Retirement Occasion** - On March 6, 2015 while attending "Chief G. Horner's" retirement party, together Officer Sandifer and Lieutenant Howard approached Chief Yarbrough and Dr. Alexander. According to Officer Sandifer, Lieutenant raised her hand to acknowledge Chief Yarbrough and Dr. Alexander. She stated, *"Lt. Howard was very respectful when she walked passed them and spoke. ...We were right beside each other when she raised her hand to speak and I stopped to talk."* Please refer to Enclosure (8), page (2), response (3).

Chief Yarbrough stated, *"To the best of my recollection, Lt. Howard did not speak, which I consider disrespectful. ...No, I do not recall Lt. Howard raising her hand to acknowledge myself or Dr. Alexander."* Please refer to Enclosure (9), addendum, page (1), response (3).

Dr. Alexander stated, *"...Lt. Howard blatantly disrespected Asst. Chief Mike Yarbrough and myself at Chief Horner's retirement party. This was demonstrated by failing to acknowledge the two of us as she walked past."* Please refer to Enclosure (7), response (50).

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### Other Occasions – Similar Behaviors

- **N.O.B.L.E. # 1 Occasion** - Chief Conroy stated, *"I have not worked around Lieutenant Howard much. I only recall one incident in which she was disrespectful and ignored me. This was at the N.O.B.L.E Conference in Indianapolis. I was with Chief Yarbrough and Chief Harris in the Hotel Lobby. Lieutenant Howard saw us and instead of saying anything, she hid behind some flowers. I approached her and said "Hello, Lt. Howard" and left."* Please refer to Enclosure (10), addendum, page (9), paragraph (1).
- **New Birth Church Occasion** - Ms. Gunby stated, *"Yes, she was rude. ...Lieutenant Howard walked into the building and I spoke to her and she looked at me and did not respond, she looked me up and down and I spoke again, thinking maybe she did not hear me... I simply felt like her attitude was not good especially if we were bridging the gap between community, church and law enforcement."* Please refer to Enclosure (11), addendum, page (1), response (2).

Officer Moore who was also in attendance stated, *"In reference to the New Birth Church incident, I assisted Lt. Howard with taking supplies out of her vehicle. ...At no time did I see her in a bad mood or rude to anyone. She was excited to be there. She was in a great mood."* Please refer to Enclosure (12), addendum, page (1).

- **N.O.B.L.E. # 2 Occasion** - While attending the July 12, 2014 N.O.B.L.E. Conference in Grand Rapids, Michigan, Dr. Alexander was called to the podium to be recognized as the new President. He chose to recognize all DeKalb County Police Department personnel in attendance. Present at Lieutenant Howard's table were Detective Haughton, Sergeant Golden and Lieutenant Robertson.
  - Detective Haughton stated, *"I remember Lt. Howard leaving to go [to] the rest room. When she returned I remember her being disappointed when she found out D. Alexander asked us to stand."* Please refer to Enclosure (13), addendum, page (1).
  - Sergeant Golden stated, *"I don't recall Lt. Howard telling me why she left the table."* Please refer to Enclosure (14), page (2), response (3).

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- Lieutenant Robertson stated, *"I believe she had to use the restroom. I don't think it was intentional."* Please refer to Enclosure (15), addendum, page (1), response (3).
- Though the above individuals recall Lieutenant Howard leaving the table just prior to Dr. Alexander recognizing their attendance, they could neither confirm nor deny Lieutenant Howard's intent.
- **Awards Ceremony Occasion** – As referenced above, Lieutenant Howard yelled out *"Oh Hell NO!"* as Dr. Alexander recognized Detective Pitts for his involvement in the McNair/gunman incident. Please refer to Enclosure (2), page (10), paragraph (1).

**Conclusion:** When considering the number of occasions listed above, coupled with the testimony of multiple senior officers and at least one citizen, one would reasonably conclude that if not real, the perception of disrespect is real. One would also expect senior managers to share this perception with Lieutenant Howard along with expectations going forward. Thus, counseling sessions initiated by Major Anderson, Major Hunt and Chief Jones with Lieutenant Howard are considered appropriate as opposed to harassment and/or intimidation.

3. **Incident Number 3 – Intimidation:** Lieutenant Howard stated, *"September 25, 2015 - [meeting just prior to attending Officer Toatley's funeral], ...She [Major Anderson] stated she had just got off the phone with Major Gassner and was told that she needed to keep me far away from Dr. A [Alexander] because he was pissed off at Lt. Howard and he better not see me today. ...Dr. A advised the group that he was sick of me disrespecting the Command Staff and him but never specifically say what I suppose to have done or said."* Please refer to Enclosure (2) pages (17) and (18), paragraphs (1).

**Finding of Facts:** Dr. Alexander stated, *"I made the comment to Major Gassner out of frustration after hearing from Major Brian Harris, whom can be reached at 770-480-9292, that he also experienced disrespectful behavior from Lt. Howard at Officer Toatley's wake [September 24, 2015]."* Please refer to Enclosure (7), response (56).

Major Harris confirmed Dr. Alexander's claim that he was disrespected by Lieutenant Howard the night before at Officer Toatley's wake. Major Harris stated, *"I was making the rounds to inquire how each staff member was holding*

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*up. When I got to Lieutenant Howard, I forced her to acknowledge my presence by standing in front of her. I asked her how she was holding up. She mumbled something, kind of gaffing me off, and went back to talking to someone else. Connie has been this way for years and this behavior is not out of the ordinary.”* Please refer to Enclosure (16).

Major Gassner stated, *“I don't remember the specific date but sometime in September I attended a meeting in Dr. Alexander's office. Dr. Alexander stated he was tired of Lt. Howard disrespecting executive staff. I assume that this incident was a result of something she may have done at Toatley's wake. ...Dr. Alexander instructed me to contact Major Anderson and tell her to keep Lt. Howard away from him during the funeral.”* Please refer to Enclosure (17), addendum, page (1), paragraph (1).

It is possible Lieutenant Howard's remark of the night before found its way back to Dr. Alexander, *“September 24, 2015, ...I advised [Officer Sandifer, retired Officers Sharon Horn and Willie McCain], that I told Director Alexander that I do not 'fuck' old men and he appeared to be offended but got over it.”* Please refer to Enclosure (2), page (17), paragraph (3).

- Officer Sandifer confirmed the presence of the above individuals and Lieutenant Howard's comment, *“...I do not 'fuck' old men.”* When asked to recount the above conversation, she stated, *“That was the only thing that she stated in the conversation and then we moved on from it.”* Please refer to Enclosure (8).
- Retired Officer McCain was unwilling to come to the office for a personal interview but was amenable to a telephone interview. When asked if he recalled Lieutenant Howard stating, *“...I told Director Alexander that I do not 'fuck' old men...,”* Officer McCain stated, *“I heard something like that but did not entertain it.”* Please refer to Enclosure (18).

**Conclusion:** Though Dr. Alexander stated he reacted out of frustration because Lieutenant Howard disrespected Major Harris the day before at Officer Toatley's wake, one cannot disregard the possibility he became aware of her conversation with Officers Sandifer, McCain and Horn during the same period, *“...I told Dr. Alexander I do not 'fuck' old men...”*

Lieutenant Howard's disrespectful or perceived disrespectful behavior was nothing new and can be traced back months earlier. In situations involving

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disrespect, it is reasonable to call the individual in for counseling or discipline where as one would create distance or space when sexual harassment concerns arise. As to which incident prompted Dr. Alexander to issue this directive to keep Lieutenant Howard away from him, only he knows.

4. **Incident Number 4 – Intimidation:** Lieutenant Howard stated, “...I proceeded to Officer Toatley’s funeral at Stronghold Christian Church. ...As the service was ending all officers were directed to head outside first. ...I noticed Dr. A walking towards me. ...he was standing about three feet away from us with his hands in his pockets looking towards my direction. ...I felt he was intentional trying to intimidate me. He was just standing there near a vehicle as if he was waiting to say something. [Burial Site] ...I believed he came searching for me, especially after he ordered them to keep me away from him then he turns around and come towards me as if he was looking for trouble.” Please refer to Enclosure (2), page (18), paragraph (3) and page (19), paragraph (1) and (2).

**Finding of Facts:** The relationship between Lieutenant Howard and Dr. Alexander was now strained, as evidence by his directive to keep her away from him. Please refer to Enclosure (17), addendum, page (1), paragraph (1). However, no unusual conduct was noted at the burial site.

**Conclusion:** Besides the emotional discomfort both parties may have felt by being in close proximity to each other, no conduct was reported to suggest retaliation and/or intimidation.

5. **Incident Number 5 – Retaliation: Note:** *This incident was briefly discussed as part of a patten under Incident 2 but is discussed here as a standalone issue.*

Lieutenant Howard stated, “December 7, 2015, ...I walked into the office when I noticed all three officers [Chiefs Conroy and Yarbrough and Sargent Wallace] were sitting around this small table in the chief’s office and asked me to take a sit. I felt like something was wrong and somewhat intimidated being surrounded by all of them. Chief Yarbrough quickly advised the reason they called me into the office was because they received a complaint on my [me] in reference to last weekend at ‘Bridge the Gap.’ ...Chief Yarbrough appeared to be the one doing most of the talking when he advised two women supposedly complained that I was rude to them. ...I quickly advised no, I did not recall anything like that. I advised them about two women that were a little nutty at the church but there were no arguing or any unprofessional conduct while dealing with them.” Please refer to Enclosure (2), page (25), paragraph (5); and page (26), paragraph (1).

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**Finding of Facts:** The female citizens who allegedly filed a complaint against Lieutenant Howard were Ms. Gunby and Ms. Sarah Ferguson. Both women were contacted by HR but only Ms. Gunby was willing to discuss the matter in person. She stated, *"Yes, she [Lieutenant Howard] was rude. ...Lieutenant Howard walked into the building and I spoke to her and she looked at me and did not respond, she looked me up and down and I spoke again, thinking maybe she did not hear me... I simply felt like her attitude was not good especially if we were bridging the gap between community, church and law enforcement."* Please refer to Enclosure (11), addendum, page (1), response (2).

Chief Yarbrough had previously interviewed Ms. Gunby and Ms. Ferguson. According to Chief Yarbrough, Ms. Gunby stated, *"She's [Lieutenant Howard] a trip, She was nasty, acted as if she didn't want to be there (her impression)."* Please refer to Enclosure (9), addendum, page (2), paragraph (2).

Ms. Ferguson participated in a phone interview with HR and stated *she did not experience a negative interaction with Lt. Howard. She further stated Lt. Howard was very helpful to her at the event...* Please refer to Enclosure (19). According to Chief Yarbrough, *"Ms. Ferguson advised she didn't have a problem with her [Lieutenant Howard]."* Please refer to Enclosure (9), addendum, page (2), paragraph (2).

**Conclusion:** Ms. Gunby and Ms. Ferguson apparently had different individual experiences with Lieutenant Howard. Had this been the first occasion in which "rudeness" was reported, perhaps the two incidents would have cancelled each other out. Ms. Gunby's claim is consistent with the claims of multiple coworkers, seniors and peers. Based on the volume of prior reported behavior, it is reasonable to conclude Ms. Gunby experienced a negative situation with Lieutenant Howard.

- VII. **Determination:** With regard to unwelcome advances, all such communication took place in the privacy of one-on-one conversations between Dr. Alexander and Lieutenant Howard. The investigation can neither confirm nor deny the content of their exchanges, rendering the allegations unsubstantiated and inconclusive.

As it pertains to intimidation/retaliation, the number of sworn individuals (Alexander, Conroy, Yarbrough, and Harris) and a citizen (Gunby) who claimed to have encountered unprofessional experiences when engaging Lieutenant Howard are significant and form a pattern. In addition to the above individuals, Chief Jones stated, *"Majors Medlin... and*

*Voss spoke to me about Lt Howard's behavior.*" Please refer to Enclosure (20), response (5). The investigation was unable to interview Majors Medlin and Voss due to time restrictions.

Based on the above established pattern of behavior, it is reasonable to conclude counseling sessions and related corrective interventions were prompted by the actions of Lieutenant Howard and not Dr. Alexander. Consequently, allegations of intimidation/retaliation are determined to be without merit.

  
Alfred Elder, Employee Relations Manager

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