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**VIA ELECTRONIC MAIL AND CERTIFIED MAIL**

[Rgualtieri@pcsonet.com](mailto:Rgualtieri@pcsonet.com)

Marjory Stoneman Douglas High School Public Safety Commission  
c/o Commission Chair Sheriff Bob Gualtieri  
Pinellas County Sheriff's Office  
P.O. Drawer 2500  
Largo, FL 33779-2500

***Re:*** Marjory Stoneman Douglas High School

Dear Sheriff Bob Gualtieri,

Please be advised that this law firm represents the Broward County Principals' and Assistant Principals' Association (hereinafter, BPAA), which consists of over five hundred members in the positions of both Principals and Assistant Principals employed by the Broward County School District (hereinafter, District). The purpose of this correspondence is to respond to certain misinformation and omissions in the Commission Investigation and Report concerning three (3) now former Marjory Stoneman Douglas High School (hereinafter, MSD) Administrators; Assistant Principals Denise Reed, Jeffrey Morford and Winfred Porter.

It should be recognized that BPAA and these Administrators fully cooperated with the Commission throughout the MSD investigation. These Administrators voluntarily appeared at their Commission statements, supplemental Commission statements and provided all requested information to the Commission, as well as to the Florida Department of Law Enforcement (hereinafter, FDLE). During these statements and through their cooperation, these Administrators testified about and highlighted various safety issues at the District. At that time, these Administrators sincerely believed that this was about a process based in fact only to achieve, in part, a new perspective on student safety, and that they would be immune from politics and retribution for their cooperation and participation. As a result of their participation and this process, District Superintendent Runcie has now elected to discipline these Administrators under the pretext that they were somehow directly responsible for the murders and injuries on February 14, 2018. This is both false and unfair.

Nonetheless, in direct violation of Florida law and the very specific due process procedures of the District, Superintendent Runcie implemented these retaliatory disciplinary actions without an investigation ever being opened, without any notice of charges and without any name-clearing hearing, all to create and manufacture a political response for this Commission (and the media) and to publicly highlight this "remedial" response. Notably, not one upper management District staff member responsible for the safety policies, training, security, personnel, etc. (or lack thereof) was

disciplined, charged or accused of any policy violation/s, let alone in a similar manner to these Administrators. To bolster these political and retaliatory disciplinary actions, Superintendent Runcie essentially ghostwrote the disciplinary notices to my clients which was, again, devoid of any charges or allegations, through his now former District Police Chief who recently resigned. The District is blatantly employing this Commission to publicly classify these illicit disciplinary actions as “accountability” when such are simply a pretext to obscure the obvious policy shortcomings and lack of safety training to the District employees, all despite sitting on one billion dollars of bond funds promoted on the premise of safety.

These Administrators are dedicated employees, without any disciplinary records, and shared a love for MSD and the Parkland Community long before February 14, 2018. On February 14, 2018, these Administrators were part of a team that loved these kids and saved lives. To date, and despite highlighting these disciplinary actions as “accountability,” the Superintendent has never once spoken with, thanked, or even questioned these MSD Administrators. BPAA would respectfully request that the Commission objectively consider the points herein, recognize that the District is using these individuals as scapegoats, correct certain “information,” and to even direct the District to address pertinent evidence which appears to have been withheld from the Commission.

#### **Assistant Principal Denise Reed**

Ms. Reed, like the other Administrators, has an exemplary employment and supervisory record, and has dedicated her life to public education for almost 30 years. She has long been part of the MSD Community, and absolutely loves MSD and her MSD “kids.” Like so many others, Denise lost friends and students whom she loved and cared for at MSD on that terrible day. During the shooting, Denise jeopardized her own life and well-being to protect her MSD kids and other staff members. However, and from day one, Denise has never sought out the media, she did not want her face in newspapers or on social media, and purposefully placed her students, the victims, the families, and the Parkland community all before herself when it came to revealing her role on this tragic day. In truth, the only reason she ever openly and truthfully discussed what happened that day is because she fully cooperated with this Commission along with FDLE in their respective investigations, at their requests. She did so without any hesitation because, in her mind, like many others, this was about safety and hopefully making sure this tragedy never happens again.

While the Commission report, respectfully, misstates and even implies that Denise ran in another direction at the time she discovered there was a shooting, presumably like a coward, this is clearly incorrect. From a review of the evidence, and the testimony in this matter, Ms. Reed left (running) from the administration building once the fire alarm was triggered around 2:22 p.m. towards the 1200 building, not away from the building or hiding behind some structure like others. Denise then assumed initially while she was running that the alarm was a fire or, worse, a possible gas leak, only to then hear what appeared to be the sound of rapid gun fire. Please be mindful at this point that most individuals including those sitting on the Commission are looking at these facts in hindsight. In real time, Denise did not know if this was “real,” an active shooter, 2 shooters, or 3 or 4 murderers. Most of us sadly know and realize that school shootings do occur with multiple shooters and internally from students. Once hearing gunfire, Ms. Reed immediately directed her attention at a law enforcement officer (Peterson) as she was still running towards the 1200 building and screamed towards that officer that there was gun fire while motioning with her arms towards the 1200 building. At this moment, Denise witnessed Peterson with his weapon drawn and it was assumed because he was law enforcement that he was going to enter the 1200 building. Within

seconds, Denise then called a Code Red on her radio.

Although the Commission report indicates that there was no evidence that a Code Red was called by Ms. Reed, she indeed did make this call. This fact was confirmed by a witness who specifically stated and verified in his statement that Denise called a Code Red. When an independent witness states that s/he observed a pertinent fact, it should be reported and characterized as evidence. Further, there would be no “evidence” like a transcript or dispatch type logs because that school, like others, were provided second rate equipment with no centralized reporting department. When a person used that radio at that time, especially on February 14, 2018, while numerous others were using it, no communications were logged and the communications themselves could be blocked as the radio devices were one-way, thereby silencing other simultaneous calls. This was certainly the situation on February 14, 2018 as there was a fire alarm, which was followed by a school shooting, which precipitated various, frantic calls when Denise called her Code Red, which again, was witnessed by a security personnel. To imply otherwise is simply wrong.

Of greater consequence, after calling the Code Red and rather than running away back towards the administrative building as implied from the Commission Report, Denise continued running forward. Why? To save lives. When hearing the gun shots, she did not run away, but instead, she desperately gathered panicking students and directed them into the band room adjacent to the 1200 building to save their lives and others. Ironically, her Code Red training by the District taught Ms. Reed to take cover for herself, not to continue running selflessly in the open and to save lives while potentially numerous murderers were discharging weapons. At this time, Denise did not think of herself, nor scurry away like some coward. Rather, she gathered as many students as possible (around 60-70 students), secured the inside of that band room, ensured silence including turning off the radio, covered up the windows with materials, and placed the students in a make-shift safe zone hiding behind music stands. After students were going into the “safe area,” Denise stood adjacent to the room door and specifically waited, potentially, for any intruder or intruders to enter the room, whereupon she was prepared in her mind to tackle and attack these murderer/s to risk her life in order to save others. From the moment the fire alarm sounded to the time Denise was assisting in sheltering these students, it took only two minutes and seven seconds, as follows: (timeline directly from Commission’s report):

- 2:21.38 p.m. - First Shot fired;
- 2:22.40 p.m. - Fire Alarm sounds;
- 2:22.54 p.m. - Denise is on video leaving Administration building (14 seconds after fire alarm sounds);
- 2:23.28 p.m. - Denise obtains clarification regarding fire panel by communication with administrators and determines location is 1200 building; (72 seconds)
- 2:24.20 p.m. - Denise is then outside 700/800 Building (approximately 52 seconds to run from Administration building to 700/800 building);
- 2:24.28 p.m. - Denise determines if students were evacuating from 800 building but hears guns shots, interacts with Peterson who appears preparing

to enter the 1200 building as his direction is facing such building and his weapon is drawn;

2:24:45 p.m. - Denise calls Code Red which is verified by Security Monitor Staubly in his statement (this was notably about 17 seconds to converse with Peterson, hear gun shots and begin to assist students into the Band Room and 7 seconds prior to the Code Red called by Coach Bonner);

2:24:47 p.m. - Denise enters Band Room and, in part, shelters approximately 70 Students and 2 teachers.

Total time – 2 Minutes; 7 seconds.

This timeline of the facts establish that this Administrator did everything in her power to save kids and never once contemplated running in the opposite direction on that horrible day. Sir, this was the first time Ms. Reed provided her full account to these investigators and it was moving to all of us in the room. It was also noted that Denise's two (2) daughters, who, are school teachers only 5 minutes away, were in fear of their mother's life. The FDLE investigators were so moved after hearing this testimony that those investigators actually hugged Denise for her role and heroics that day after the conclusion of her testimony, even thanking her. Now, rather than being acknowledged although she never asked for that at any time, Superintendent Runcie has purposefully and publicly targeted her as well as others to falsely present to the public that she was responsible for these murders and that this is evidence of "accountability." To bolster these retaliatory decisions, Superintendent Runcie is referencing the Commission Report as purportedly his basis to attack and destroy Denise's career and to blame her for these murders and injuries. Clearly, this is not accountability and you, as well as the Commission, are in a position to publicly acknowledge this point.

#### **Assistant Principal Winfred Porter**

As you review this response, the Assistant Principal of the Year at the District is actually Mr. Porter. Like the others herein, Winfred is an exceptional public employee who has never been disciplined and is a complete professional who is loved by the MSD kids. He, too, loves the Parkland Community and MSD, which notably includes his son who was a student at MSD on February 14, 2018, and still is. By the Superintendent's retaliatory disciplinary action against Winfred, his son along with the public now have to read and be confronted with these stories that his dad is responsible for these murders and injuries on February 14, 2018. This is an absolute disgrace.

Prior to this tragedy, and as you know, Mr. Porter, as an Assistant Principal, was delegated the responsibility to create a safety plan for MSD. This delegation of the District's duty to ensure the safety of its students is essentially diluted down and delegated to assistant administrators whom, in truth, have no real experience or meaningful training in safety or least what is sufficiently required to secure a high school campus. Winfred stressed these policy and training problems in his statement. At MSD, and other large schools, the District passes this otherwise non-delegable responsibility to these individuals that they know lack the requisite experience, and yet expect them to expertly secure vast acreage (55 acres at MSD), thousands of people, and numerous large buildings and classrooms. This occurs even to this date. In addition, these assistant

principals are provided “security staff” that in truth lack any real security training and are paid low wages but have the critical responsibilities of keeping students safe and even saving lives. To highlight this point, the District has recently -- after the Commission testimony by Mr. Runcie -- sought to hire a safety specialist with a pay range of over two hundred and forty thousand dollars (\$240,000.00) which is, apparently, the highest paid employee in the District next to Mr. Runcie, yet it was provided no priority prior to February 14, 2018. That is, despite being provided 800 million dollars in 2014, no one is really in charge of safety at the District and even now. Instead, and as indicated above, it was delegated to individuals whom the District knew had no experience in safety. This practice continues to this day with the District presumably expecting different results, which is insanity.

Viewing these issues through this prism, Assistant Principal Porter was nothing less than a pro-active administrator on safety with an exemplarily record before February 14, 2018. When delegated this responsibility, he asked various questions outside of his duties to the best of his ability with no real resources on safety or training prior to this tragedy. In fact, one of the Commission’s investigators and your employee described Mr. Porter as being pro-active prior to February 14, 2018 on the issue of school safety, not someone who violated any policy of the District. And, it is undisputed that he was. Specifically, he sought in part the assistance of another individual who had Federal Secret Service experience as indicated in the Commission’s Report to address certain security concerns at MSD which were never addressed by the District. The following are some highlights before February 14, 2018: they toured the school looking for any security concerns; they discussed outlines for particular training to personnel including teachers, substitutes, custodians, and even students; they went over maps of the property and identified susceptible risk areas; they addressed various types of fire alarms (decoy, false and real); they added security at the east gate of the school and to ensure locked gates; a SAFE team training was scheduled and conducted on December 20, 2017 (there is even a sign in sheet); and staff safety training was held on January 11, 2018, which was specifically conducted by a law enforcement officer. During this meeting, code red training was conducted and provided to employees as set up by Mr. Porter, and this training directly saved lives on February 14, 2018. Specifically, and as you know, several teachers in the Freshman Building invoked the lessons obtained from this training, where doors were locked and hard corners were established. In the midst of these murders, Cruz attempted to open one of these doors but he could not, and the lights were off, the windows were blocked and everyone remained quiet, all based upon this training. The voice of Cruz was even heard by at least one instructor who received this training on February 14, 2018, when Cruz attempted to open a classroom door and murder more innocent victims, but that classroom door was locked because of this training. According to the witness, Cruz stated “nobody here” while the students remained in the hard corner of the classroom and Cruz left.

On February 14, 2018, Winfred was equally proactive and never once was in dereliction of his duties and commitment to his MSD kids which is evidenced by the timeline relating to him, as follows:

- 2:19 p.m. - Winfred Porter was located in Administration building when Cruz came on to campus;
- 2:22:40 p.m. - Fire Alarm sounds;
- 2:22:40 p.m. - Winfred is on the east side of Building 1 moving quickly to the fire alarm panels;

- 2:22:50 p.m. - Winfred and another Administrator review the panels which indicated “smoke or gas” whereupon an evacuation order was issued as required pursuant to policy;
- 2:23:22 p.m. - Winfred leaves the office where the panels are located; and hurries through the western hall of Building 1 and returned within approximately 20 seconds;
- 2:23:49 p.m. - Winfred ran to the area near the PA system to issue the evacuation order;
- 2:23:56 p.m. - As Winfred reemerged from the area near the PA system, he held his radio up to his mouth which verifies this transmission;
- 2:24:08 p.m. - Winfred emerges from behind reception desk and spoke to Office Manager, monitored radio communications, and waited for confirmation from those administrators and security personnel heading to the 1200 Building on the order;
- 2:24:51 p.m. - Campus Monitor calls the first Code Red at 2:24:54 (first time he hears it although Reed called it but he didn’t hear it) and Winfred directs students and staff to hide and cover per Code Red requirements;
- 2:25: p.m - After assisting with staff and students, Winfred calls Code Red over radio and PA system and rescinds evacuation order;
- 2:25:35-2:31.27 p.m Winfred continues directing students to safety and securing first floor of 100 building consisting of approximately 100 people; he also fields calls from District supervisors and related personnel, and continues to look for students running or moving and directing them to safety;
- 2:31:27 p.m. - Winfred escorts BSO personnel and Captain into Building 1 (Notably, they arrived earlier at 2:29:35 but had since gone back outside); he turns building and site over to police operations and cooperates with police who have now fully taken over the school site and scene; he remains on site assisting police and all requests for information.

The purpose of highlighting these points is not to validate the training and policies of the District on safety. To the contrary, the administrators like Mr. Porter, who love MSD, were simply doing the best they could (and more) with the limited tools, resources and leadership provided on safety. Overall, Mr. Porter went above and beyond his delegated duties to ensure to the best of his ability the safety of students, staff and the public at MSD, including his own son. These deficiencies were identified to the MSD Commission investigators during the investigation by, in part, Mr. Porter. To date, and like the others, he has never neglected his duty, particularly, before

and on February 14, 2018. Yet, despite all of this, Superintendent Runcie is additionally blaming Mr. Porter for this massacre and claiming the disciplining of this innocent administrator as “accountability.” Again, this is not accountability.

### **Assistant Principal Jeffrey Morford**

Jeff has over 30 years of public education experience and has never once been disciplined or accused of any misconduct. In terms of Cruz and the actions implemented by Mr. Morford, it was Assistant Principal Morford who was responsible for Cruz being removed from MSD a year before the shooting. Sadly, most individuals erroneously believe Mr. Morford placed Cruz at the school, was then aware that Cruz would become a murderer, and then, did nothing about it until Cruz committed these horrific crimes while still a student at MSD. This, as you also know, is incorrect. Aside from the fact that Mr. Morford had nothing to do with assigning Cruz at MSD, and while the decision maker/s was never identified, Cruz was not a student at MSD on February 14, 2018. The reason why he was not is because Mr. Morford was the individual that was (1) responsible for the actual removal of Cruz from the school in 2017 over a year before these murders and (2) refused to allow Cruz back into MSD despite an employee of Superintendent Runcie making such a request to put Cruz back at the school just months before this brutal slaughter of innocent people. This pattern of mischaracterization is addressed below.

First, a false narrative created by Superintendent Runcie as part of his “accountability” is that Mr. Morford failed to take the appropriate action as to Cruz. However, the totality of the evidence makes it clear that even you, as a lawyer, know that this contention is groundless. Specifically, and as stated above, Jeff is the individual who helped ensure that Cruz was out of the school. Prior to Jeff having Cruz removed from MSD in 2017, Cruz was, among other things, openly engaging in racism and anti-Semitism, advocating for the killing of African-Americans and consuming gasoline, while failing out of school. When no one in essence would do anything about Cruz or move him, it was then Mr. Morford who took this initiative that placed the wheels in motion to have Cruz removed from MSD a year before February 14, 2018.<sup>1</sup>

Second, as to the characterizations regarding the threat assessment, there should be certain clarifications. Initially, and with respect to the completion and processing of threat assessments, the District had only trained 25% of the Assistant Principals on threat assessments in the decade prior to the MSD shooting and Mr. Morford was not one of those administrators, which is yet another example of the lack of training relating, in part, to safety and security at the District. Although the District has fabricated a narrative that the Cruz threat assessment sat on Mr Morford’s desk and he “never did anything with it,” the fact is that Jeff complied with the District’s Policy in terms of processing the assessment as best he could with no training. In point of fact, you even confirmed this point in the report and in certain public comments, wherein you confirmed that there were no departments in the District that “owned” this report and/or the threat assessment process. As you should be aware, and in addition to the threat assessment, Mr. Morford complied with the District’s discipline matrix, reported Cruz to the Behavioral Health Youth Emergency Services Team (“YES”) team and even Law Enforcement, whom collectively never disqualified Cruz from attending MSD nor did they take any action precluding Cruz from being a MSD student. This, as explained to your investigators, is what frustrated Jeff with this Runcie

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<sup>1</sup>As explained below, Morford was also requested to have Cruz be readmitted to MSD only 2 months before this massacre in December of 2017, but Morford specifically refused to have Cruz back on campus at MSD and this fact is not contained in the report nor was it reported by the District to the Commission.

disciplinary philosophy. Specifically, it was not enough at the District to disqualify Cruz as a student after publicly proclaiming that he wanted to murder a certain ethnic group and/or was proudly displaying anti-semitic symbols at MSD. When none of these agencies including the District would remove Cruz, Jeff has to resort to having Cruz searched before entry to school and precluded him from having a backpack. He also required Cruz to enter the school from the administrative building. The problem is that Cruz was still a problem to Jeff, and his efforts to have Cruz removed was frustrated by a policy and practice by the District to essentially look the other way. At this point, Jeff used the only avenue left in his mind to remove this individual which was his then poor academic record. It is a sad commentary on the extent to which the District's policy and philosophy was implemented to in part protect dangerous students that, despite all the problems Cruz presented, the only way to have Cruz ultimately removed was Jeff being resourceful and having Cruz's poor grades be the impetus for this withdrawal process. In all, Jeff did everything in his power to protect the school and he was the sole reason that Cruz was removed and no longer a student at MSD, which was more than a year prior to this tragedy.

Moreover, the public theme being spun by Runcie about Jeff being notified that Cruz was a school shooter and did nothing or even made light of this, is completely false and entirely senseless. As stated herein, it is undisputed that Cruz was already out of MSD a year before this massacre. Consequently, no one could have placed Jeff on notice of anything about Cruz as a student because Cruz was already removed from MSD as a student. And, Jeff made this happen. This prior notice "theory" is also undermined by your rejection of citing to any evidence in the Commission Report that former School Board Member and District Chair, Abby Freedman, like Jeff, was also allegedly notified about Cruz being a school shooter and she, too, as the story goes, did nothing.<sup>2</sup> This Freedman "evidence" apparently came from the same pool of "evidence" about Mr. Morford, yet the Freedman evidence was presumably discounted and ignored because there was no corroborating evidence against Freedman and/or some credibility determination was made by someone not identified. Like Freedman, there is similarly no such evidence corroborating any notice to Mr. Morford that he knew Cruz was a shooter and that this "warning" was somehow ignored.<sup>3</sup> To the contrary, Morford wanted Cruz out of MSD and refused to have Cruz returned to MSD shortly before this massacre.

Third, and yes, there was a request to have Cruz back at MSD shortly before February 14, 2018. Specifically, while you made a point to highlight the purported transparency of Superintendent Runcie with the Commission, Runcie has never revealed the allegation that an employee of the District actually wanted Cruz to return as a student to MSD just two (2) months before these murders in December of 2017. The public image story crafted by Mr. Runcie to the Commission and others with these retaliatory disciplinary actions is that the MSD Administration, not Superintendent Runcie, "dropped the ball" and that this administration team and others should

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2 This was at least relevant enough that the MSD investigators asked questions directly about Ms. Freedman to the MSD administrators during their Commission statements but, unlike Mr. Morford, then School Board Member Freedman was never identified in the Commission Report or in the presentations, nor was she ever requested to provide a statement.

3 For example, there are no reports, letters, emails, texts, phone calls, etcetera, supporting that anyone told Morford that Cruz would be a school shooter, and then Morford allegedly made a mockery of this "warning." The actual evidence indicates that Jeff wanted this murderer out of MSD.



have removed Cruz from MSD before the shooting. In other words, Runcie did his job; but, everyone else failed. As you now know, Cruz was actually removed by the MSD Administration a year earlier. What you presumably do not know is that Mr. Sneed was apparently employed by the District. It appears that while Mr. Sneed was identified in the Commission Report, no one seemed to question anything about his background or his association, if any, with the District and/or Superintendent Runcie. This background would reveal that not only was he the *de facto* parent and caretaker of this murderer, but Sneed was an employee of the District and worked for the SMART program. This program ironically oversaw the 2014 bond referendum which was responsible for managing the bond proceeds and for school safety.<sup>4</sup> According to the Commission Report, this *de facto* parent and District employee knew directly before these murders about the various problems surrounding Cruz and even, most disturbing, the purchasing of weapons, including the murder weapon that was stored at this District employee's home. The Commission report also documents that the purchasing of weapons by Cruz and this employee actually were on the same day which appears to indicate or create the appearance that they were physically together buying weapons. Consequently, what appears to be factual is that Runcie's employee, who worked on the SMART program, and was responsible for buying semi-automatic weapons for an openly racist and violent person, actually requested the MSD Administration to return Cruz to MSD just two (2) months before February 14, 2018. So, was this withheld from the Commission? And if so, why was this information withheld? If it was, the answer is clear. If the District had revealed this evidence, it would have revealed these troubling facts, but it additionally would have revealed to this Commission that the very person who rejected this inexcusable return request in December of 2017 was Mr. Morford, the very person Mr. Runcie is falsely blaming for these murders and for an alleged lack of accountability. This information would certainly undermine and belie any contention that Mr. Morford knew Cruz was dangerous and did nothing (which is false), or even joked around about it, which again, is equally false. The bottom line is that Cruz was no joke, and Jeff removed him despite policies and practices that tolerate the Cruz(s) in the District; and then, additionally refused to let this murderer back to MSD despite this request.

Lastly, as to the day of this massacre, there is no question that Jeff acted appropriately and the timeline evidences this very point, as follows:

- 2:22 p.m. - Jeffery Morford ran into office to review alarm panel which showed smoke in 1200 building;
- 2:23 p.m. - Assisted with fire evacuations;
- 2:24 p.m. Jeff proceeded towards the 700 building and assisted with helping children into safe area; At that time Jeffery stopped people from leaving campus and was trying to get people to take cover. Jeffery was sending people into the auditorium and was stopping people from coming down the stairs and getting them to take cover;
- 2:25 p.m. - Mr. Max Rosario says he hears Jeff call a code red on his radio;
- 2:28 p.m. - Jeff went into the administration building to lock doors and turn off

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<sup>4</sup> The Safety of students was identified as a top priority of this referendum by Superintendent Runcie.

bell system. He did not want the bell to go off at the end of the day to have the entire school to think it was dismissal and safe to leave;

2:31 p.m. - Jeff entered the camera room with Mr. Kelvin Greenleaf to look at video. At some time, police officers entered the camera room – Jeff and Mr. Greenleaf told them the video was on delay. Deputy Peterson had told them to rewind the tape to try to identify the shooter – which they did;

2:43 p.m. - Jeff left the camera room to try to find information on Cruz; went to school records in the vault and then found a yearbook in his office to give a picture of Cruz to police;

As such, this time line evidences that Jeff conducted himself appropriately at all times on February 14, 2018

In all, BPAA realizes that you and the Commission members have an important and continuing responsibility in reviewing the Commission Report and hopefully continuing to recommend the appropriate actions to ensure the safety of students and others through the Commission. BPAA hopes that transparency does ultimately prevail in this matter and that this tragedy never occurs again including the elimination of policies and/or dogmas that permit violence in schools to be ignored or not properly addressed. Transparency and these goals however will never prevail if those that are responsible for change and fixing these very problems intentionally complicate and undermine this process by shifting the blame and their responsibilities while withholding evidence.

If you have any questions or requests, BPAA will continue to cooperate and assist in any way with the Commission.

Thank you for your time and consideration.

Sincerely,

*Christopher J. Whitelock*

Christopher J. Whitelock, Esq.

CJW/kdd

CC:

Lisa Maxwell, Executive Director of Broward County Principals' and Assistant Principals' Association

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