Jonathan M. Plummer

710 N D Street

San Bernardino, CA 92401

March 4, 2026

To Whom It May Concern,

I am writing this character letter on behalf of Hector Victorio. Since May of 2025, I have witnessed Hector’s growth and maturity. He has taken full accountability for his actions and demonstrated true ownership of his choices. This transformation is not only evident to me but also recognized by his peers. Hector has made significant strides in proving his worth and showcasing a positive change in his character.

During this time, Hector has enrolled in college, where he is committed to furthering his education and honing his skills. His hard work has earned him recognition as an exemplary student, maintaining a GPA of over 3.3. This achievement reflects his dedication to personal growth and his understanding that education is vital for his future. He is eager to learn, improve, and embrace new challenges.

At work, Hector consistently arrives on time, dressed well, and with a positive attitude. He is always willing to assist his peers, fostering a supportive and collaborative environment. When faced with challenges, he has chosen not to adopt a defeated mindset; instead, he focuses on positivity and growth. His humility is commendable, as he understands the responsibilities he carries not only for himself but for those around him as well.

Hector is also actively involved in his church, maintaining a positive outlook in all areas of his life. I've heard from several of his peers that he takes the time to discuss and mentor them in areas where he can improve and offers guidance on positive paths to avoid negative outcomes. His willingness to support others reflects his commitment to making a meaningful difference in both his life and the lives of those around him.

Thank you for considering this letter. I believe Hector has shown progress and maturity, and I support him in his ongoing journey.

Sincerely,

Jonathan M. Plummer, Lieutenant

To Whom it May Concern,

I am writing to provide a character reference letter for Hector Victorio. I have had the opportunity to work alongside Hector for over two years. During this time period, I was his shift partner on patrol, partner during over time Project Safe Neighborhood and on the San Bernardino Police Department's Special Weapons and Tactics Team (S.W.A.T). I specifically wanted Hector as my partner because I knew he had a strong worth ethic and had the same goals as I did. Those goals were to reduce violent crime to the citizens of San Bernardino.

While working with Hector, he showed his true dedication to being a Police Officer, strong work ethic, and willingness to learn and improve in every aspect of the job. Hector ensured the district he was assigned to was covered and went above and beyond by conducting proactive policing in high crime areas to ensure the community was safe. Hector never shied away from responding to calls regardless of how much paper work it may have resulted in. Hector treated every call we responded to as if the victim or reporting party was his own family and ensured he went above and beyond to assist in any way possible. Hector was always willing to help any other Officer or person at a moment's notice. Hector has always been honest and truthful even when faced with adversity and owned up to any mistakes made.

Following the incident that resulted in a demotion, Hector took full accountability without complaint and understood his punishment. Hector maintained his professionalism and used the time to better himself in his work field. Hector attended numerous self initiated classes and even enrolled into college to obtain his Associates degree in Business. While working the front desk, Hector has been a direct liaison to the Officers assigned to the Special Investigations Bureau that have resulted in the rapid arrest of violent criminals.

For these reasons I can confidently say Hector is an Officer of strong character who continues to grow and have a meaningful impact on the community of San Bernardino. I would recommend Hector for reinstatement as a sworn police officer. I would not hesitate to have Hector as my partner once again.

Respectfully,

Officer Gabriel Rodriguez

San Bernardino Police Department

To Whom It May Concern,

I am writing to provide a recommendation for Officer Hector Victorio. I have known Officer Victorio for approximately three years. We worked together at the San Bernardino Police Department. During that time, I have had the opportunity to observe his professional development, character, and commitment to improving himself as a law enforcement officer.

Throughout the time I have known him, Officer Victorio has demonstrated clear growth in his abilities and professionalism. Early in his career, he consistently sought guidance from more experienced officers, particularly in areas such as report writing and investigative work. His willingness to ask questions and accept constructive feedback reflects his strong desire to learn and continuously improve.

Additionally, Officer Victorio has acknowledged and taken responsibility for past mistakes. In my experience, he has expressed genuine remorse and has taken those experiences seriously as opportunities to learn and grow. He has been receptive to feedback and has demonstrated a sincere effort to become a better officer as a result.

I have also had the privilege of working alongside Officer Victorio in demanding assignments, including crime suppression details and while serving together on the SWAT team for the San Bernardino Police Department. In those environments, he demonstrated teamwork, dedication, and a commitment to improving his performance.

Based on my experience working with him, I believe Officer Victorio possesses the character, honesty, and willingness to learn that are essential qualities in law enforcement. I have seen meaningful growth in him during the time I have known him, and I believe he will continue to develop into a capable and dependable officer.

Sincerely,
Freddy Luna
Police Officer
San Bernardino Police Department

Letter of Character and Professional Reference – Officer Hector Victorio

To whom it may concern,

My name is Richard Garcia, I am currently a sworn police officer with the San Bernardino Police Department assigned to patrol. I have served the with department for approximately two years. Prior to my law enforcement career, I served eight years in the United States military, including five years on active duty in the United States Marine Corps.

I have known Officer Hector Victorio for approximately six years. I first met Hector in 2020 while we were both serving in the United States Marine Corps. During our time in service, we both held the rank of Sergeant and served in leadership billets as squad leaders. In 2020-2021, we deployed together on a campaign in the Middle East. Following the deployment, we both returned home and honorably departed active duty later that same year.

After leaving active-duty, Hector began his law enforcement career when he was hired by the San Bernardino Police Department. His example and guidance played a significant role in inspiring me to pursue a career in law enforcement as well. Nearly 2 years later, I was fortunate enough to be hired by the same department, where we have continued to work alongside one another.

Since the beginning of my professional career at the age of 18 in the military to the present day, I can recall only a small number of individuals who consistently carry themselves with the level of respect, professionalism and selfishness that Hector demonstrates. Hector's work ethic and temperament are truly rare qualities that I have observed throughout our time serving together both in the military and in law enforcement. Through many challenging moments in my own life and career, Hector's leadership and mental fortitude have helped guide me, and I have always looked up to him as someone who consistently strives to do the right thing.

Since being hired by the San Bernardino police department, Hector has developed a reputation as one of the most hard-working officers within the department. He consistently distinguishes himself among his peers and has proven to be a dependable teammate. I can recall multiple occasions where Hector was the senior officer on scene and took the time to provide guidance and mentorship to junior officers regarding professional conduct and decision-making.

I am familiar with the incident currently being reviewed. Based on my knowledge of Hector's character and the years I have worked alongside him; I can confidently state that the circumstances surrounding the incident do not reflect the true character or professionalism that Hector consistently demonstrates. Since the incident, I personally observed Hector approach the matter with seriousness and use it as an opportunity for reflection and continued professional development.

I strongly support Hector Victorio remaining a peace officer. I wholeheartedly believe he is fit to continue serving the public and that he remains a valuable asset to the San Bernardino police department. Hector has consistently demonstrated dedication to his profession, loyalty to his fellow officers, and a genuine commitment to doing what is right. It is my sincere hope that this matter will be carefully reviewed and reassessed with consideration of the character and service Hector has demonstrated throughout his career.

Sincerely,

Richard Garcia
Police Officer
San Bernardino Police Department
710 N. D St, San Bernardino, Ca 92401
(714)-688-6722

To Whom It May Concern,

I am writing this letter of character for my partner and friend, Hector Victorio, with whom I work with at the San Bernardino Police Department. Having worked alongside Hector for several years, I have had the opportunity to observe his development as a police officer and his commitment to the profession and the community we serve.

Over time, I have seen Hector grow significantly in maturity as an officer. He consistently places the community first and makes decisions with the mission and reputation of the San Bernardino Police Department in mind. One of the most notable aspects of his growth is how he uses lessons from his own past experiences and mistakes to mentor younger officers. Rather than keeping those lessons to himself, he actively helps guide the next generation of officers so they can develop both professionally and ethically.

Hector is also known for his honesty and truthfulness. In our work together, he has always been transparent and straightforward with both his partners and members of the community. His integrity is evident in the way he approaches every situation—with fairness, accountability, and a genuine desire to do what is right. He is deeply passionate about improving the quality of life in the City of San Bernardino. Hector has personally mentored me and has helped me understand the importance of balancing quality-of-life enforcement with proactive policing. His perspective has helped shape my own approach to the job and has made me a better officer.

In addition to his work in the field, Hector consistently demonstrates a willingness to learn and improve. He spends his own time, often off the clock, attending classes and training opportunities to strengthen his leadership skills and better prepare himself to mentor younger officers. This dedication to self-improvement reflects his commitment not just to the job, but to the long-term success of the department.Hector also brings a positive mindset and an incredible work ethic to the workplace. His attitude and passion for police work help boost morale among those around him. He genuinely makes the San Bernardino Police Department a better place to work by setting a strong example through his professionalism, dedication, and commitment to the community.

For these reasons, I can confidently say that Hector Victorio is an officer of strong character who continues to grow and positively impact both the department and the community he serves.

Respectfully,

Aaron Anaya

Brian Harris

San Bernardino Police Department

710 N. D Street

San Bernardino, CA, 92401

Date: 03/04/2026

To Whom It May Concern,

I am writing to formally address matters pertaining to Hector Victorio, currently a Community Service Officer for the San Bernardino Police Department. Mr. Victorio, a former Police Officer of the San Bernardino Police Department, is an employee I managed in the Operations Division for many years. Throughout Mr. Victorio's years of service as a Police Officer, he was a resolute Police Officer and worked diligently to impact the mission of the organization to improve public safety. He consistently strived to positively impact his peers and produce tangible results to reduce crime in San Bernardino.

During his tenure as a Police Officer, mistakes made by Mr. Victorio were thoroughly and formally investigated, and I have never witnessed him not accept responsibility for his actions. He has been honest about his faults and genuinely remorseful when confronted with investigation findings. His willingness to accept responsibility and correct behavior is something to be appreciated, not dismissed.

Please consider my remarks when determining Mr. Victorio's career aspirations as a Police Officer in the future. I believe he has learned from his mistakes, and he has accepted responsibility for his actions. Should you require further information regarding Mr. Hector Victorio's performance or conduct, please feel free to contact me. Thank you for your attention to this matter.

Sincerely,



Captain Brian Harris

To Whom it may Concern,

My name is Jonathan Davalos and I am a police officer with the San Bernardino Police Department. I have been with the department for approximately 8 years and have served in a variety of scopes. I have had the pleasure of working patrol, Field Training Officer, District Resource officer and Narcotics officer. In my tenure at the department, I have been in many critical incidents as it is no secret the City of San Bernardino has a high call volume as well as many incidents not commonly seen in other cities.

To work as a police officer in any city requires a lot of will power, grit, sacrifice and bravery. I do however, believe the City of San Bernardino requires these virtues and some extra due the violent nature of the calls for service as well as the violence many of the gangs bring into the city. Working in this city will test you to your limits however, this I believe is where the true virtue of our officer's shine. I believe a good officer does his job, handles calls, takes his paper and goes home. A great officer does the aforementioned, as well as is pro active, looks for crime, familiarizes himself with the gangs and criminals of the city but is also able to be a community service officer, community outreach and be empathetic towards the citizens. With being the pro active style of police officer you are also more likely to get into dangerous situations, put yourself at risk and heaven forbid get hurt however, this is the type of risk officers take to prevent crime instead of respond to it.

Being a pro active officer is extremely dangerous as you are putting yourself in harms way more than what is already required of you however, you do it in hopes of preventing a shooting, stabbing or other crimes all of which are unfortunately extremely common in this city. While being pro active may be rewarding you are also increasing your risk of getting into trouble and breaking policy. Now I am not justifying this for any reason however, protecting the citizens of the community while being pro active does expose an officer to the risk of getting hurt as well as getting in trouble.

I have personally been a pro active cop most of my career and have enjoyed it. I enjoyed seeing the firearms recovered and the crimes being prevented. I also learned very early on the risks' I have spoken about with exposing yourself to the extra liability that comes with being a pro active officer. I had to learn to change tactics and do things in a more tactful way as they say "verbal judo". I learned to rely on this heavily and learned I could use it to effect my arrest and deescalate the situations however, this came with experience and time on as well as mentors.

I met Officer Hector Victorio while I was working as a District resource officer. The job of this detail was to meet with the community and target any issues they were having. The side of the city I worked in had a heavy gang issue which was brought to our attention in

every community meeting we had. I met Officer Victorio as a new officer who had came to me with questions as to how to be proactive. Officer Victorio expressed interest in becoming a proactive officer with hopes to eventually make it into my position. I noticed his eagerness and decided to bring him under my wing so to speak as his mentor. He soon was working pro active enforcement with me, and I quickly noticed he had a talent for it. I observed as Officer Victorio quickly learned how to spot violations and read body language which would telegraph suspects motives. Officer Victorio also explained his experience in the Marine Corps and how serving his country made him want to serve the community he had been around growing up.

In my time with Officer Victorio I was honestly very impressed because he not only had the ability and talent to be a pro active officer but he also was very community orientated. He would give kids gifts, let them look inside his police vehicle and play with the lights as well as take photographs with them. Officer Victorio displayed the passion that I very rarely see. He was passionate with this career and did not only see it as a job but as a way to change policing. In a day and age where policing is so negatively viewed upon and scrutinized without all the facts Officer Victorio showed compassion and a love for his job. Officer Victorio quickly displayed the characteristics that an officer should have honor, bravery, ethical and honest. Officer Victorio also showed compassion, love, empathy and caring for the members of the community.

It is sometimes easy for an officer to see one side when dealing with suspects who were just moments before trying to harm them however, I've seen Officer Victorio display the exact opposite. I've personally seen Officer Victorio arrest a suspect who had just ran from him, evaded him, resisted him all while being armed with a firearm and right after Officer Victorio was asking the suspect how he was and if he was okay. Officer Victorio then proceeded to talk to the suspects with a calm tone as if the suspect had not just tried to evade him. I've also seen Officer Victorio arrest a suspect who was a known gang member for a firearm which was in the vehicle where he currently had his child. Officer Victorio could have easily thrown the handcuffs on the suspect in front of the child, told the child his father was going to jail and let that be the impression the child would forever have of law enforcement. Instead, Officer Victorio handcuffed the suspect discreetly, let him say goodbye to his father and let the child hug and kiss his father. The suspect told his child he was going to be gone for a little and would return. Officer Victorio displayed great compassion and empathy in this incident, which could have very easily turned out differently. I have seen Officer Victorio display the qualities I described time and time again however; I would be typing a novel if I wrote each example.

I am aware of the incident in which Officer Victorio was involved in a pursuit in which the suspect drove on the wrong side of the road, nearly struck pedestrians and other vehicles and resisted. I have also seen the video of the end which circulated by a citizen recording the incident. I know the incident did not look great from the video. I also do know there are many other circumstances leading up to the end of the incident. I have been in many use of force situations where the thoughts of am I going to make it home tonight, do they have a firearm or weapon, why is he running, am I violation policy, is my camera on and so many other thoughts are going through your mind in the milliseconds you are actively dealing with a suspect resisting. I can say from experience it is extremely scary not knowing if this is your final day on earth.

I know Officer Victorio personally and know after incident he took multiple POST certified classes to include use of force related classes and deescalation classes. He took these classes on his own on his own time in an effort to better himself. You see from the characteristics I mentioned earlier that an officer should display I do believe one that is important that I did not mention is Humility and Humbleness. Officer Victorio identified that there were other ways he could have handled the situation differently although the suspect was resisting and not complying there are better ways to obtain compliance. Officer Victorio displayed humility and humbleness by enlisting himself in these classes, talking to his mentors including myself and asking how he could've handled the situation better. Officer Victorio is not just another officer in this department. He is the staple of what an officer should be. He handled the situation poorly and in that there is no disagreement, however, I do believe he has learned from this incident. It takes a great person to admit their faults and wrong doings.

Officer Victorio has shown time and time again he can and has learned from his mistakes, wrong doings and is able to adapt and learn from them. Since the incident Officer Victorio has not had any questionable uses of force and has actually relied heavily on his verbal judo to deescalate situations. I have even seen situations where Officer Victorio would have been entirely justified using force to overcome the resistance however, he utilized his verbal judo and minimal force to overcome the resistance. In these situations since the incident, I have seen Officer Victorio utilize restraint and learn the meaning of just because you can, doesn't mean you should.

Officer Victorio is a great member of the department and someone I would trust to go into any dangerous situation with me. I believe he embodies what an ideal officer should be. Just because he had an incident that was not the best doesn't mean he is a bad officer. He was able to accept his mistakes, correct them and move forward. If this was not the case, he would've continued using force instead of switching his tactics.

Officer Victorio is personally loved by many in the department as well as citizens who know him by name in the city. I personally know Officer Victorio is not the same officer and person as he was when the incident occurred and that he has changed the way he handles similar situations. I know in any career the people who are the best at their roles once made a decision they look back at and decided may have been handled differently. This is what builds character and changes the person from who they were to the person they are to become. If a person refuses to change they will remain in the same situation never growing however, Officer Victorio has shown he has adapted and changed his methods and grown from this incident. I would work with Officer Victorio any day and trust him for any situation to make the correct decision.

CHARACTER LETTER – OFFICER HECTOR VICTORIO

To Whom It May Concern,

My name is Anthony Castro, and I am a Police Sergeant with the San Bernardino Police Department. I have served this department for approximately twenty years in a variety of assignments, including Patrol, Field Training Officer, Personnel and Training, and multiple specialized units. I have supervised and mentored numerous officers throughout their careers, evaluated applicants during the hiring process, and guided new officers as they transitioned into law enforcement service.

I first met Officer Hector Victorio when I was assigned to Personnel and Training and was responsible for overseeing portions of the hiring and background process. I observed him as a civilian applicant during the physical agility testing, interview phases, pre-academy preparation, and throughout the six-month police academy.

From the beginning, Officer Victorio distinguished himself through his professionalism, reliability, and leadership mindset. He was someone who honored his word and demonstrated follow-through. A defining moment occurred when his fellow trainees from our department withdrew from the academy, leaving him as the only representative of our agency. Despite the added pressure and isolation, he persevered through the physical and academic demands of the academy.

He ultimately graduated with the distinction of Class Guide-On, a leadership honor awarded by academy staff and peers. This role reflects not only performance, but character, influence, and leadership presence among recruits from multiple surrounding agencies.

As he began his career, Officer Victorio received positive feedback from training officers and senior personnel for his professionalism, proactive policing, adaptability, and composure in critical incidents. His work ethic and tactical competence led to his selection for the department's SWAT team, a position that requires rigorous evaluation, discipline, and trust.

Additionally, he later served as a District Resource Officer, where he focused on violent crime suppression and community engagement. In this role, he was involved in arrests for serious felony offenses, including firearm violations, ghost guns, homicide suspects, and armed fleeing felons. On multiple occasions, he placed himself in harm's way while pursuing dangerous suspects. These events required sound judgment, tactical awareness, and courage under pressure.

Equally important, Officer Victorio demonstrated the ability to shift from high-risk enforcement responsibilities to meaningful community interaction. He participated in Coffee with a Cop events, community meetings, city functions, and problem-solving efforts aimed at long-term neighborhood improvement rather than short-term enforcement alone. He has shown empathy, communication skills, and a genuine desire to serve the community.

I have supervised Officer Victorio in multiple capacities, during the hiring process, on the SWAT team, and within the District Resource Team. Over the course of his career, I have witnessed significant professional growth. Like any profession, especially law enforcement, experience shapes development. Active officers encounter complex situations that provide both success and learning moments. What distinguishes an officer's character is how they respond to those experiences.

In my observation, Officer Victorio possesses honesty, integrity, and a willingness to accept responsibility for past mistakes. He has demonstrated remorse and a sincere desire to improve. He is receptive to correction, motivated to grow, and committed to becoming a better officer and public servant.

Based on my direct supervisory experience and long-term observation of his development, I believe Officer Hector Victorio has the character, maturity, and integrity necessary to continue serving in law enforcement. I respectfully ask that his overall service, leadership, and demonstrated growth be considered in any final determination regarding his career and certification.

Respectfully,

Sergeant Anthony Castro
San Bernardino Police Department



Sergeant Erik Campos

710 North D Street, San Bernardino, CA 92402

Campos_Er@sbcity.org

909-889-3491

Character Letter- Officer Hector Victorio

To whom it may concern,

My name is Erik Campos, and I am a Police Sergeant with the San Bernardino Police Department. I have been employed by the department for approximately nineteen years. During my career, I have served in a variety of assignments, including Patrol, Narcotics, Special Enforcement Team, and Homicide. I have supervised and mentored many new officers who have successfully progressed in their career.

In the summer of 2022, I was assigned as a District Resource Sergeant tasked with addressing quality of life issues for residents in the Western District of the city. While assigned to that detail, I met Officer Hecto Victorio who was assigned to dayshift patrol working the weekends. Officer Victorio stood out amongst his peers because of his exceptional work ethic and interest in making a difference in the community. Due to his exceptional work, I gave him the opportunity to assist my team during community functions which required engaging with community members of all ages. These engagements were key in allowing him to understand that effective policing goes hand in hand with building trust and meaningful connections. Officer Victorio proved to be a positive and approachable presence within the community.

Officer Victorio was also given the opportunity to participate in Project Safe Neighborhood (PSN) which is an initiative utilized by law enforcement to identify the most pressing violent crime problems in a community and develop comprehensive solutions to address them. During this time, Officer Victorio was able to make many arrests of violent individuals who were causing harm and fear in the community. Because of his hard work and commitment, the program was successful in reducing violent crime in the city.

I have also had the opportunity to interact with Officer Victorio when he is off duty. In his personal life, he shows kindness, responsibility, and humility. These qualities always keep him grounded and are important for his growth in continuing to become a great man. Officer Victorio has learned from his experiences and is striving to become better. Even

through difficult times, he listens to others and has continued to develop personally and professionally by enrolling in college courses.

In conclusion, Officer Victorio has not only shown dedication, kindness, responsibility, and humility, but the willingness to change. Allowing him the opportunity to continue to serve can show that people are capable of learning, improving, and making a positive contribution to their community. I have no doubt that Officer Victorio will embrace the opportunity and will use that opportunity to grow, learn and become an even better officer.

Sincerely,

Erik Campos

Sergeant Erik Campos

Re: Character Reference for Officer Hector Victorio

To Whom it May Concern,

My name is Lieutenant Eddie Flores, and I have proudly served with the San Bernardino Police Department for 21 years. Throughout my career, I have held various assignments but I'm currently the Investigations Lieutenant. I continue to mentor, train, and guide officers within our organization, helping them develop professionally and providing a roadmap to success based on their individual strengths and interests.

I have personally known Officer Hector Victorio for nearly four years. He is a decorated United States Marine Corps veteran who honorably served our country before continuing his commitment to public service as a police officer. His decision to transition from military service to law enforcement was rooted in a genuine desire to serve and protect his community.

In 2022–2023, I managed a grant from the United States Department of Justice, Bureau of Justice Assistance known as Project Safe Neighborhoods. This initiative is designed to foster safer neighborhoods through the sustained reduction of violent crime, including but not limited to addressing criminal gangs and the felonious possession of firearms.

At the time, Officer Victorio was a rookie officer. Despite his limited tenure, I saw significant potential in him and personally handpicked him to assist with this grant. He was selected over several officers who had more time on the department. His involvement was on an overtime basis, entirely voluntary, yet he consistently demonstrated a positive attitude and never declined an opportunity to work.

Officer Victorio played a meaningful role in the success of that initiative. During that period, our city experienced measurable reductions in violent crime, record numbers of firearms were recovered, and homicides were reduced as part of the coordinated efforts under the grant. His work ethic, productivity, and commitment to the mission were evident early in his career and reflected his dedication to public safety.

I am writing in strong support of Officer Victorio as the Commission considers his certification status. I am familiar with the use-of-force incident currently under review. Having knowledge of the case, I can state that Officer Victorio accepted responsibility for his actions and received significant and appropriate discipline. Importantly, from the outset of the investigation, he was honest and truthful about his conduct. He did not attempt to deflect blame, minimize his actions, or provide misleading information. His candor during a difficult and consequential process demonstrated integrity, which is a foundational trait for any peace officer.

Integrity is the cornerstone of this profession. Without honesty and truthfulness, public trust erodes and the legitimacy of our work suffers. In this instance, Officer Victorio's willingness to be forthright, even when it subjected him to discipline and career consequences, spoke volumes about his character. What stands out most to me is not the mistake itself, but the growth and integrity that followed.

Throughout this process, Officer Victorio remained accountable, positive, and focused on self-improvement despite the profound professional setback. In my conversations with him during this ordeal, it was evident that he was not defensive or dismissive. Instead, he demonstrated remorse, reflection, and a sincere commitment to becoming not only a better officer, but a better person.

Since the incident, Officer Victorio has taken meaningful corrective action. He completed remedial training in the areas of Use of Force, Liability and Litigation, Force Encounters Analysis, and Fundamentals of Realistic De-Escalation. He approached this training with humility and intent, not as a requirement to check a box, but as an opportunity to truly internalize the lessons and improve his judgment.

After serving his discipline, he returned to full duty with a positive and professional attitude. In my experience, many officers who face discipline return disengaged or resentful. Officer Victorio returned focused and determined to prove through action that he had learned from his mistake.

Since that time, he has been involved in numerous high-risk encounters involving armed gang members and violent offenders known to impact community safety. In each instance, he demonstrated composure, sound judgment, and restraint. He successfully took armed suspects into custody without further incident, clearly reflecting maturity and the effectiveness of the remedial training he completed. His conduct since the incident has reinforced my confidence not only in his tactical ability, but in his ethical decision-making.

What is equally important is how Officer Victorio has chosen to use his experience to positively influence others. He openly speaks with both newer and seasoned officers about his mistake and the consequences that followed. He does not speak about it as a badge of honor, nor does he minimize it. In fact, he speaks about it from a place of embarrassment and humility. His intent is not self-promotion, but prevention. He wants others to learn from his missteps so they do not repeat them.

This level of transparency is rare and valuable within our profession. By candidly sharing his experience, he reinforces the importance of sound decision-making, emotional control, adherence to policy, and the critical role integrity plays in policing. I have personally witnessed younger officers benefit from these conversations, gaining perspective that is often more

impactful than classroom instruction alone. His willingness to be vulnerable in order to help others demonstrates genuine growth, accountability, and character.

In my 21 years with this department, Officer Victorio ranks among the most capable street officers I have encountered. His knowledge of repeat offenders and criminal networks within our city has proven invaluable to the Detective Bureau. My detectives routinely seek his assistance in identifying suspects in violent crimes, and on many occasions his insights have directly led to cases being solved. Without his expertise, some offenders may have remained unidentified, leaving victims without justice and placing the community at continued risk.

Currently assigned to the front desk, Officer Victorio continues to serve the community with professionalism and compassion. He is approachable, charismatic, and bilingual, an asset that strengthens relationships with members of our diverse community. His interactions are respectful and service-oriented, reflecting the officer we expect our community to see.

Additionally, Officer Victorio has enrolled in college and currently maintains a 4.0 GPA, further demonstrating his commitment to self-improvement and professional development.

As a leader, I routinely check in on Officer Victorio because I understand what is at stake, not only for his career, but for officer wellness and growth. I know firsthand that he is remorseful for his past mistake and that he has taken concrete, measurable steps to ensure it is not repeated. His growth is genuine, observable, sustained over time, and grounded in integrity.

Based on my professional experience, my direct knowledge of this officer, and my 21 years of service to this department, I confidently stand behind Officer Hector Victorio. I am willing to place my professional reputation and position within this organization in support of him because I believe he has demonstrated accountability, honesty, and meaningful growth.

I respectfully ask the Commission to consider not only the incident itself, but the totality of his service, character, integrity, and demonstrated transformation. In my professional judgment, Officer Victorio remains an asset to this department and to the community we serve.

Respectfully,

Lieutenant Eddie Flores
San Bernardino Police Department

To Whom It May Concern:

The purpose of this letter it to provide some input on the personal character of Hector Victorio from the perspective of a senior officer, SWAT member, co-worker and fellow military veteran. My name is Francisco Ayala, I have been a member of the San Bernardino Police Department for 9 years, a member of the SWAT team for 6 years, Sniper Team Leader for 3 years, I have served as a Task Force Officer for the U.S. Marshals and have several years of patrol experience. Prior to becoming a police officer I earned my Bachelor of Science Degree in Mechanical Engineering and worked as a Construction Engineer, concurrently serving as a commissioned officer in the California Army National Guard for eight years, where I volunteered to deploy to the middle east on two separate occasions. During this time, I had the privilege of leading military service members in combat environments across three different countries, mentoring and guiding them through their professional growth and helping them navigate some of the more stressful moments of their lives.

Hector Victorio has been with the San Bernardino Police Department for about 4 years; his locker is directly across from mine which has given me the opportunity to cross paths with him before and after work since day one. My first impression of Hector was a positive one, he had a composed and joyful demeanor, he greeted me respectfully and has always referred to me respectfully as “sir.” Hector exemplified all the characteristics you expect to see in a military veteran. After some time, I watched as Hector began to grow and experience new things as an officer, and with those new experiences came some questions from Hector about police work. Hector was eager to learn and sought advice from senior officers.

I’ve seen officers come and go in the department, there are few who are memorable, most however, are not. Hector was (and is) one of the memorable ones. Hector is an honest person who has demonstrated and uncanny willingness to learn and grow, but he is not without fault, as none of us are. Like any other officer, including myself, mistakes are part of learning, either by our own mistakes or that of others. A true testament of a person’s character is how we react and move forward after a mistake, regardless of the severity. Some people try to deflect responsibility, while others are honest with themselves and have the integrity to accept the circumstances as they truly are. As I watched Hector learn on the job, and as our friendship started to grow my advice to him became sterner and more direct, not in a punitive manner, but rather more reflective of a big brother or mentor. While I praised Hector for his good qualities, I pointed out areas where he needed to make corrections or where I disagreed on certain actions he may have taken during an

investigation or while contacting a dangerous person, and I did so because I genuinely want hector to be successful. What struck me the most about Hector in these situations, was his acceptance of my input, even when it was harsh. Hector was truthful with himself in these situations and was not persuaded by hubris, rather he recognized his mistakes and made conscious efforts to get better.

I watched Hector develop into an exceptional officer, his willingness to learn and grow as an officer by seeking advice and criticism from those more seasoned than him, and his acceptance of the truth, even if it wasn't always favorable to him. Most importantly, Hector showed remorse for his mistakes, and his genuine desire to be better was evident, and is to this day. Because of these qualities, when hector approached me inquiring about his desire to be a part of the SWAT team, he had my full support. I knew Hector was (and is) a responsible and mature person with a solid professional and interpersonal foundation, a fellow officer and partner whom I can entrust my life to without any hesitation.

I'm aware of the circumstances that necessitate this letter to be written, and despite these circumstances I stand by what I've said about Hector. The life of a Police Officer is a difficult one to navigate; there are extremely high expectations of officers to be perfect at all times, and those high expectations come with very little acceptance of any measurable margin of error. The reality is no one is infallible, regardless of who we are, in this dangerous career where situations unfold in a blink of an eye mistakes will be made. Our job is to be humble and learn from our mistakes, as I believe Hector has done. I know hector to be an honest man whom I can trust, he is accepting of the truth and employs that acceptance to learn and grow as a person and officer, I have seen his genuine remorse mistakes not just in the words he says but in the physical response to his emotions. Hector is one of the few officers in our department who is from San Bernardino, and is proud to serve the community he grew up in. He shares a similar "less fortunate" up bringing as many in the community, and he is a great example of what anyone in the community can accomplish with the right mindset. Hector is an outstanding officer, a trustworthy and honest person, and someone I wholeheartedly trust.

Respectfully,

Francisco Ayala

To Whom it may Concern,

My name is Jonathan Davalos and I am a police officer with the San Bernardino Police Department. I have been with the department for approximately 8 years and have served in a variety of scopes. I have had the pleasure of working patrol, Field Training Officer, District Resource officer and Narcotics officer. In my tenure at the department, I have been in many critical incidents as it is no secret the City of San Bernardino has a high call volume as well as many incidents not commonly seen in other cities.

To work as a police officer in any city requires a lot of will power, grit, sacrifice and bravery. I do however, believe the City of San Bernardino requires these virtues and some extra due the violent nature of the calls for service as well as the violence many of the gangs bring into the city. Working in this city will test you to your limits however, this I believe is where the true virtue of our officer's shine. I believe a good officer does his job, handles calls, takes his paper and goes home. A great officer does the aforementioned, as well as is pro active, looks for crime, familiarizes himself with the gangs and criminals of the city but is also able to be a community service officer, community outreach and be empathetic towards the citizens. With being the pro active style of police officer you are also more likely to get into dangerous situations, put yourself at risk and heaven forbid get hurt however, this is the type of risk officers take to prevent crime instead of respond to it.

Being a pro active officer is extremely dangerous as you are putting yourself in harms way more than what is already required of you however, you do it in hopes of preventing a shooting, stabbing or other crimes all of which are unfortunately extremely common in this city. While being pro active may be rewarding you are also increasing your risk of getting into trouble and breaking policy. Now I am not justifying this for any reason however, protecting the citizens of the community while being pro active does expose an officer to the risk of getting hurt as well as getting in trouble.

I have personally been a pro active cop most of my career and have enjoyed it. I enjoyed seeing the firearms recovered and the crimes being prevented. I also learned very early on the risks' I have spoken about with exposing yourself to the extra liability that comes with being a pro active officer. I had to learn to change tactics and do things in a more tactful way as they say "verbal judo". I learned to rely on this heavily and learned I could use it to effect my arrest and deescalate the situations however, this came with experience and time on as well as mentors.

I met Officer Hector Victorio while I was working as a District resource officer. The job of this detail was to meet with the community and target any issues they were having. The side of the city I worked in had a heavy gang issue which was brought to our attention in

every community meeting we had. I met Officer Victorio as a new officer who had came to me with questions as to how to be proactive. Officer Victorio expressed interest in becoming a proactive officer with hopes to eventually make it into my position. I noticed his eagerness and decided to bring him under my wing so to speak as his mentor. He soon was working pro active enforcement with me, and I quickly noticed he had a talent for it. I observed as Officer Victorio quickly learned how to spot violations and read body language which would telegraph suspects motives. Officer Victorio also explained his experience in the Marine Corps and how serving his country made him want to serve the community he had been around growing up.

In my time with Officer Victorio I was honestly very impressed because he not only had the ability and talent to be a pro active officer but he also was very community orientated. He would give kids gifts, let them look inside his police vehicle and play with the lights as well as take photographs with them. Officer Victorio displayed the passion that I very rarely see. He was passionate with this career and did not only see it as a job but as a way to change policing. In a day and age where policing is so negatively viewed upon and scrutinized without all the facts Officer Victorio showed compassion and a love for his job. Officer Victorio quickly displayed the characteristics that an officer should have honor, bravery, ethical and honest. Officer Victorio also showed compassion, love, empathy and caring for the members of the community.

It is sometimes easy for an officer to see one side when dealing with suspects who were just moments before trying to harm them however, I've seen Officer Victorio display the exact opposite. I've personally seen Officer Victorio arrest a suspect who had just ran from him, evaded him, resisted him all while being armed with a firearm and right after Officer Victorio was asking the suspect how he was and if he was okay. Officer Victorio then proceeded to talk to the suspects with a calm tone as if the suspect had not just tried to evade him. I've also seen Officer Victorio arrest a suspect who was a known gang member for a firearm which was in the vehicle where he currently had his child. Officer Victorio could have easily thrown the handcuffs on the suspect in front of the child, told the child his father was going to jail and let that be the impression the child would forever have of law enforcement. Instead, Officer Victorio handcuffed the suspect discreetly, let him say goodbye to his father and let the child hug and kiss his father. The suspect told his child he was going to be gone for a little and would return. Officer Victorio displayed great compassion and empathy in this incident, which could have very easily turned out differently. I have seen Officer Victorio display the qualities I described time and time again however; I would be typing a novel if I wrote each example.

I am aware of the incident in which Officer Victorio was involved in a pursuit in which the suspect drove on the wrong side of the road, nearly struck pedestrians and other vehicles and resisted. I have also seen the video of the end which circulated by a citizen recording the incident. I know the incident did not look great from the video. I also do know there are many other circumstances leading up to the end of the incident. I have been in many use of force situations where the thoughts of am I going to make it home tonight, do they have a firearm or weapon, why is he running, am I violation policy, is my camera on and so many other thoughts are going through your mind in the milliseconds you are actively dealing with a suspect resisting. I can say from experience it is extremely scary not knowing if this is your final day on earth.

I know Officer Victorio personally and know after incident he took multiple POST certified classes to include use of force related classes and deescalation classes. He took these classes on his own on his own time in an effort to better himself. You see from the characteristics I mentioned earlier that an officer should display I do believe one that is important that I did not mention is Humility and Humbleness. Officer Victorio identified that there were other ways he could have handled the situation differently although the suspect was resisting and not complying there are better ways to obtain compliance. Officer Victorio displayed humility and humbleness by enlisting himself in these classes, talking to his mentors including myself and asking how he could've handled the situation better. Officer Victorio is not just another officer in this department. He is the staple of what an officer should be. He handled the situation poorly and in that there is no disagreement, however, I do believe he has learned from this incident. It takes a great person to admit their faults and wrong doings.

Officer Victorio has shown time and time again he can and has learned from his mistakes, wrong doings and is able to adapt and learn from them. Since the incident Officer Victorio has not had any questionable uses of force and has actually relied heavily on his verbal judo to deescalate situations. I have even seen situations where Officer Victorio would have been entirely justified using force to overcome the resistance however, he utilized his verbal judo and minimal force to overcome the resistance. In these situations since the incident, I have seen Officer Victorio utilize restraint and learn the meaning of just because you can, doesn't mean you should.

Officer Victorio is a great member of the department and someone I would trust to go into any dangerous situation with me. I believe he embodies what an ideal officer should be. Just because he had an incident that was not the best doesn't mean he is a bad officer. He was able to accept his mistakes, correct them and move forward. If this was not the case, he would've continued using force instead of switching his tactics.

Officer Victorio is personally loved by many in the department as well as citizens who know him by name in the city. I personally know Officer Victorio is not the same officer and person as he was when the incident occurred and that he has changed the way he handles similar situations. I know in any career the people who are the best at their roles once made a decision they look back at and decided may have been handled differently. This is what builds character and changes the person from who they were to the person they are to become. If a person refuses to change they will remain in the same situation never growing however, Officer Victorio has shown he has adapted and changed his methods and grown from this incident. I would work with Officer Victorio any day and trust him for any situation to make the correct decision.

CHARACTER LETTER – OFFICER HECTOR VICTORIO

To Whom It May Concern,

My name is Diego Diaz I am a Police Officer with the city of San Bernardino Police Department. I am currently going on my 5th year as a Police Officer with the city. I have worked numerous assignments, including Patrol, Field Training Officer, District Resource Officer, Special Investigations Unit Officer and actively a current member of our SWAT team.

I've known Hector going on almost 5 years now as he was in the San Bernardino County Basic Law Enforcement Academy at the same time I was. He was in class 225 as I was in class 224. The first time I met Hector he was super approachable and very respectful. As being in his senior class, he always had questions to better prepare himself for the obstacles and challenges to come. The one thing about Hector is he is not an individual, he is a team player and always looked out for his team, he did not only want to better himself but wanted to better the people he surrounded himself with as well.

As Hector was my direct partner as Northern District Resource Officers as well as my partner on the SWAT team, over time, has demonstrated remarkable personal growth and maturity. Through reflection and experience, he has developed exceptional character marked by honesty, integrity, and accountability. He consistently speaks truthfully and takes responsibility for both his successes and his past mistakes. Rather than allowing setbacks to define him, he has shown genuine remorse where necessary and used those moments as opportunities to learn and improve.

His willingness to grow is evident in his openness to feedback and his commitment to becoming a better version of himself each day. He actively seeks knowledge, embraces challenges, and approaches new opportunities with humility and determination. This dedication to self-improvement reflects a deep understanding that growth is a lifelong process.

Beyond his personal development, he has demonstrated a sincere desire to give back to his community. He takes pride in helping others, offering support where needed, and contributing positively to those around him. His actions show that he values service, connection, and making a meaningful difference. Overall, his journey reflects resilience, integrity, and a heartfelt commitment to becoming not only a better individual, but a positive force within his community.

Sincerely,

Diego Diaz

To Whom It May Concern,

My name is Raymond Ledezma, and I have been a police officer for approximately eight years. I am writing this letter on behalf of Hector Victorio to speak to his character, work ethic, and dedication to law enforcement.

I had the opportunity to work alongside Hector Victorio as his partner on the SWAT team for approximately two years. During that time, I found him to be a trustworthy and dependable officer who consistently demonstrated a strong willingness to learn and improve. He took the responsibilities of the position seriously and was committed to performing his duties at the highest level.

While working patrol, Hector Victorio made a deliberate effort to learn who the violent offenders were within the community in order to better protect the citizens of San Bernardino. His proactive approach to policing showed both initiative and a genuine commitment to public safety.

Throughout the time I have known him, I have personally witnessed Hector Victorio grow in maturity and professionalism. Even after experiencing a demotion, he has maintained a positive attitude and continues to contribute to the department. He regularly helps younger officers by sharing the knowledge and experience he has gained during his career.

In my eight years in law enforcement, Hector Victorio stands out as one of the best officers I have had the privilege of working with. I believe he possesses the character, integrity, and dedication necessary to continue serving effectively in law enforcement.

I respectfully offer my support for Officer Victorio and hope this letter assists in providing insight into the type of officer and person he is.

Sincerely,
Raymond Ledezma
Police Officer assigned to the Multiple Enforcement Team / SWAT Operator
San Bernardino Police Department

To Whom It May Concern,

It is my privilege to write this letter on behalf of Officer Hector Victorio. I am currently employed as a law enforcement officer for San Bernardino County and previously worked for the Department of Homeland Security as on officer for the United States District Courts. I have had the opportunity to work alongside Officer Victorio for approximately two years and I can confidently say that he is an exceptional law enforcement professional whose dedication, integrity, and work ethic consistently exceeds expectations. His passion for gangs and taking guns off the streets of San Bernardino is second to none.

Officer Victorio is always willing to step up whenever needed, regardless of the circumstances or short notice. A recent example of his commitment occurred when he volunteered to assist at a last-minute career fair at San Andreas High School in Highland, CA. Without hesitation, he rearranged his schedule to ensure students had the opportunity to engage with law enforcement professionals and learn about career pathways. His presence made a meaningful impact, as he represented the profession with professionalism, approachability, and genuine care for the youth in attendance.

In addition to his community involvement, Officer Victorio consistently demonstrates strong communication skills, and a team-oriented mindset. He is dependable, proactive, and always willing to assist my agency to ensure the job is done safely and effectively. His positive attitude and willingness to help others make him a tremendous asset to the San Bernardino Police department, surrounding agencies and the community he serves. Officer Victorio brings another level of gang knowledge to the city that is unmatched and seemingly irreplaceable. He is a very skilled officer and I have learned so much working side by side with Hector.

Hector Victorio exemplifies the qualities we strive to see in public service professionals. I strongly support him and have no doubt he will continue to represent the department with honor and distinction.

Please feel free to contact me should you require any additional information.

Respectfully,

Raul Castro Jr

To Whom It May Concern,

I am writing to provide a character reference for Hector Victorio. I have had the opportunity to supervise and work alongside Hector Victorio, including during his assignment as a member of our SWAT team.

Throughout my time working with Hector Victorio, he has consistently demonstrated a strong work ethic, high morale, and a willingness to learn and improve. Hector Victorio has always been receptive to feedback and direction, and he approaches his duties with professionalism and dedication. During his time assigned to SWAT, Hector Victorio was considered a trusted operator and someone I relied upon to make sound, mature decisions in high-stress environments.

Following the incident that led to his demotion, Hector Victorio took full accountability for his actions. Rather than making excuses, he used the experience as an opportunity to learn and grow. I have personally observed Hector Victorio take time to mentor younger officers, sharing what he learned so they can avoid making similar mistakes. That level of accountability and willingness to help others improve speaks strongly to his character.

Since being reassigned to a non-sworn position at the front desk of the police department, Hector Victorio has continued to maintain a positive attitude and strong work ethic. Despite the circumstances, Hector Victorio has never displayed dissatisfaction or resentment. Instead, he remains professional, approachable, and eager to assist members of the public who come into the station. In my opinion, this situation has served as a true test of character. Many individuals might respond differently when faced with similar adversity, but Hector Victorio has handled it with humility and professionalism.

In all of my interactions with Hector Victorio, I have consistently seen him make thoughtful and responsible decisions. The incident in question appeared to be an anomaly when compared to the conduct and judgment I have observed from Hector Victorio throughout his career.

I would recommend Hector Victorio for reinstatement as a sworn police officer. I would also welcome the opportunity to have him serve on my team again and would not hesitate to supervise him in the future. I have served as a SWAT Sergeant for seven years and have been a sworn member of this profession for over twenty-one years. During that time, I have had the opportunity to supervise and work alongside many officers throughout my career. I am selective when it comes to offering my recommendation for individuals, but I have no reservations putting my name behind Hector Victorio and supporting his return to duty.

Respectfully,

Sergeant Imran Ahmed

San Bernardino Police Department

Special Weapons & Tactics Team Leader

Hector Victorio

This letter is a character letter for Hector Victorio. I have known Hector Victorio since March 2021, when he joined the San Bernardino Police Department as a Police Officer.
Hector was a proactive officer and became very well-versed in San Bernardino, Inland Empire, and Southern California gangs. He was very knowledgeable and recovered multiple firearms. The firearm recoveries not only assisted with solving shootings and murders but also prevented additional shootings and murders in the City of San Bernardino. Hector assisted the San Bernardino Police Department's Detective Bureau and specialized units in locating wanted suspects.
Hector joined the San Bernardino Police Department Special Weapons and Tactics Team (SWAT) in 2023, where he received bi-monthly advanced training.
In January of 2025, Hector was assigned to Platoon 1, Shift 3, graveyard shift, in the City and County of San Bernardino. Hector was assigned to the Western District, where I was assigned as his direct supervisor. Hector was a hard worker, professional, honest, and had integrity. Hector was a pleasure to supervise while working for me in my assigned area. During that time, Hector was involved in numerous quality investigations and assisted with locating numerous suspects involved in a variety of crimes.
In May of 2025, Hector made the District Resource Officer (DRO) Team and was assigned to the Northern District. Hector transferred to the DRO Team.
Hector was involved in an Internal Affairs process that ultimately led to his demotion to Community Services Officer (CSO) in November of 2025. As stressful as this was for Hector, I saw him grow as a person and as an Officer. Hector has always had an honest character, is truthful, is willing to learn and get better, is remorseful for his past mistakes, and has always been willing to help the community.
Hector has matured and is ready to return as a Police Officer for the San Bernardino Police Department. I have no doubt that Hector will not fall back and make any future mistakes.

Sergeant Brian Karmann

San Bernardino Police Department

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