


**From:** Marshall Erickson maerickson@dcu.org   
**Subject:** RE: Acknowledgment of Administrative Leave - Re: Conversation 7.7.2025  
**Date:** July 10, 2025 at 9:18 AM  
**To:** Jessica Salcedo jelizsalcedo@icloud.com  
**Cc:** Jess Salcedo jelizsalcedo@gmail.com, EmployeeRelations employeerelations@dcu.org, John Ivey Eagles jeagles@dcu.org



Hello Jess,

Following up on our communications from yesterday, some written questions are below. In addition, I want to again assure you that DCU takes your concerns seriously, and we will be conducting a comprehensive and unbiased investigation. As a reminder, DCU does not tolerate retaliation of any kind because an employee raises a good-faith question or concern about violations of policy or applicable law, or because an employee's participates in or cooperates with an investigation into such concerns.

*Please provide your responses to the questions listed below by end of business today.*

- In your July 1, 2025 email, you stated “The events of this week... have exceeded any reasonable expectation of tolerance.” Can you please explain the events you are referring to? If possible, please provide specific details regarding each such event, such as when and where it occurred, what happened before/during/after the event, and the name(s) and role(s) of any individuals who participated in or witnessed the event(s).
- In the same email, you also refer to “public belittling in meetings.” Can you provide examples of how you (or others) were publicly belittled? Please provide specific details, such as when the behavior occurred, words that were used, and the name(s) and role(s) of any individuals who participated in or witnessed such behavior.
- You also refer to “dismissive treatment of health-related concerns”. Can you provide us specific examples of how health related concerns were dismissed? Please provide specific details, such as when the treatment occurred, words that were used, and the name(s) and role(s) of any individuals who participated in or witnessed such behavior.
- In your July 3, 2025, email, you referenced an instance “where Joshua wanted [you] to defend [yourself] from Liz.” Could you please elaborate? Please include specific details about any interaction(s) with Joshua and/or Liz that relate to this statement.
- In your emails, you referred to “misuse” and “siphoning” of member funds. Are there specific transactions, expenditures, or budget allocations that you are referring to? Please provide as much specific information as possible about these concerns.

Finally, you've also referenced that you have “detailed documentation and timelines” supporting your concerns. To the extent that you can provide us with any detailed documentation and timelines that you have, please do so— notwithstanding the information or materials that we review from other sources, your input helps us to focus on the areas most relevant to your concerns. Please attach any relevant supplemental documentation related to any of your workplace concerns in your response to this email.

Thank You,

Marshall Erickson, SHRP  
Manager PXD Business Partner



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**From:** Jessica Salcedo <[jelizsalcedo@icloud.com](mailto:jelizsalcedo@icloud.com)>  
**Sent:** **Wednesday, July 9, 2025 10:49 AM**  
**To:** Marshall Erickson <[maerickson@dcu.org](mailto:maerickson@dcu.org)>  
**Cc:** Jess Salcedo <[jelizsalcedo@gmail.com](mailto:jelizsalcedo@gmail.com)>; EmployeeRelations <[employeerelations@dcu.org](mailto:employeerelations@dcu.org)>; John Ivey Eagles <[jeagles@dcu.org](mailto:jeagles@dcu.org)>  
**Subject:** Re: Acknowledgment of Administrative Leave - Re: Conversation 7.7.2025

**⚠ This is an external message - please use caution when opening links or attachments.**

Dear Marshall,

Thank you for your message.

For the purposes of record-keeping, consistency, and to maintain the integrity of the process, I will be conducting all communications related to this matter exclusively in writing. This decision is in alignment with the advice I have received and is not subject to change.

I am open to responding thoroughly to any written questions you wish to submit. I trust that your investigative process is capable of conducting a comprehensive and unbiased review based on written documentation, which also ensures mutual clarity and accountability.

**I acknowledge the inclusion of the EAP information. However, I must note that directing me to wellness services within the context of a formal workplace concern —particularly one involving retaliation and psychological harm —can be construed as deflective and may be interpreted as an attempt to minimize the nature of the issues raised.**

I remain committed to cooperating through appropriate channels and look forward to receiving your written inquiries.

Sincerely,  
Jessica Salcedo

On Jul 9, 2025, at 10:42 AM, Marshall Erickson <[maerickson@dcu.org](mailto:maerickson@dcu.org)> wrote:

Good Morning Jess,

We truly prefer to conduct interviews regarding employee concerns verbally

We may prefer to conduct interviews regarding employee concerns verbally, because it facilitates a more valuable and nuanced exchange of information and allows for proper depth of exploration into your concerns. We'd be willing to forego video and connect simply via Team's audio or a phone conversation if that's easier for you. We want to make sure we're fully understanding your feedback so we can properly assist.

All that said, if you object to meeting with us verbally via Teams or phone we can send you some questions to respond to via email, and we'll complete our investigation to the best of our ability with the information you're able to provide in writing.

Additionally, since you've expressed concerns around your health and overall wellbeing, I'd like to also remind you that we have an EAP program through New York Life, which I've attached information to this email for your convenience.

I sincerely hope you'll consider connecting with us via teams or phone. Looking forward to your reply.

Thank You,