

James A. Blocker

Public Sector Search
6520 Lonetree Blvd
Suite 1040
Rocklin, CA 95765
ATTN: Mr. Gary Peterson

Mr. Peterson:

Please consider this letter and attachments as a sincere expression of my interest in the position of Chief of Police for the City of Grand Rapids.

I am currently in my 25th year in policing and have held a number of critical assignments that prepared me for leadership. I am approaching my 8th year as Chief of Police for the City of Battle Creek Michigan.

In February of 2014, the Battle Creek Police Department was an agency in crisis. The chief at the time was terminated suddenly, the city manager retired within the same week. I received a call from the Acting City Manager and was asked to serve as the Interim Chief of Police. I was a detective at the time. Several months later, after a national search, I was named the permanent chief. Making change in the organization that I grew up full of the people I came up with was often challenging but I am hard-pressed to think of a better way to learn how to effectively manage organizational change.

Resetting the organizational values, incorporating new operating principles, and instilling discipline became an immediate focus. I understood this would be a challenge. In the years since, we have methodically shifted our focus from strictly enforcing the law to more broadly and creatively solving community problems. We built a new facility, accredited the department, and achieved ISO accreditation for the forensic lab, one of only three in the state. We developed a program that brings together social and mental health experts, and police officers. This partnership has proven very effective in safely responding to people suffering a mental health crisis and getting them the help and resources they need. Battle Creek's is one of the first co-response models implemented in the country and is now a model for co-response programs around the country.

Since that first day as an interim Chief of Police, I understood the risk of leading in turbulent times. I have balanced my role in civilian policing with a decision to participate in the military efforts of our country. I am currently a Battalion Commander and have achieved the rank of Lt. Colonel in the U.S. Army National Guard. These contrasting leadership models have prepared me well for any future challenges. As a member of the Police Executive Research Forum and a fellow with the National Police Foundation, I actively work to stay informed of the best practices and emerging trends in the policing profession. I also rely on the prevailing wisdom of

community members that understand the multiple dimensions and challenges each neighborhood provides.

I welcome moments of surprising clarity, remain responsibly rebellious to the status quo, and in my next chapter, am seeking a community that is willing to encourage methods to rethink and do policing better with the community and those that need us most.

I look forward to hearing from you at your convenience.

Respectfully,

A handwritten signature in black ink, appearing to read "James A. Blocker". The signature is fluid and cursive, with a prominent initial "J" and a long, sweeping underline.

James A. Blocker

James A. Blocker

Highlights of Qualifications

- Successful 25-year police and military career reflecting progressive growth, longevity and honors.
- Created the Community Fusion Center, combining law enforcement and social support services within the greater Battle Creek area to resolve complex investigations and encouraged joint work.
- Lead mid-size City Police Department, lead director of various military and intelligence special tasks projects including, Battle Creek Federal Center Bomb Unit, Forensic Lab ISO and department professional accreditation, and the building of the new department headquarters.
- Independent leader of Army Company during emergency deployment operation for Homeland Security quick reaction defense plan during Operation Katrina, FEMA ICS trained and with joint command experience.
- Served 2 Tours of Active Duty in Mosul, Iraq, Kandahar Afghanistan and Special Assignments including ISO Operation Bright Star – Cairo, Egypt; Special Training Mission – Latvia; Emergency Response Mission
- Security Clearance: Top Secret, SCI

Professional History

Battle Creek Police Department – Battle Creek, MI
Chief of Police–

1997
2014-Present

- Past assignments, Patrol Officer, Detective, Executive Officer, Community Affairs Bureau and Chief of Police Division
- Lead full-service Law Enforcement Agency with 120 sworn officers and 32 civilian personnel, 19.8 Million budget
- Reset department reputation within the community and region, increased department morale and confidence through increased training, professional development, and officer wellness programs
- Lead multiple community discussions on various topics, with diverse and faith based community leaders
- Sought after and led department federal and state grant programs in support of mental health, and a broad array of community policing initiatives
- Revamped department policies and procedures, sought and attained department Accreditation and Forensic Lab ISO Accreditation
- Lead the project, design and construction of Battle Creek Police Department Headquarters, completed in 2018 on time and under budget
- Lead with community leaders in genuine and transparent style potentially volatile situations through well-developed community relationships, gathering data, devising strategies and advising team, division, and bureau chief on various problem-solving strategies
- Developed and designed the new PD HQ around the Community Fusion Team concept, allowing for outside social service, Mental Health and supporting agencies to embed and coordinate daily with law enforcement personnel to resolve daily complex crises incidents

United States Military, MI Army National Guard – Serve as the 210 Military Police Battalion commander, an 800 strong force, rank Lieutenant Colonel, leading and supporting civilian assistance and military training operations globally. In addition to various staff and supporting assignments, served two combat tours, Deployed to Mosul, Iraq and Kandahar, Afghanistan as a Military Police Company Commander

Education & Professional Development

Masters of Public Administration
Western Michigan University – Kalamazoo, MI (2007)

Bachelor of Arts – Business Administration
Cornerstone University – Grand Rapids, MI (1997)

Senior Management Institute for Police Graduate, Class 59
At Boston University led by Police Executive Research Forum

FBI National Academy Graduate, Class 270
Quantico, VA

US Army Officer Candidate School ~ Military Police Officer Basic Training ~ Commander and First Sergeant Training ~ School of Foreign Affairs, Red Team Member ~ Defense Support of Civil Authorities Leaders Course ~ US Army Command and Staff graduate ~ Advance Officer Course graduate

Awards & Decorations

Crises Incident Team (CIT) International Police Chief of the Year ~ Rotary Red Rose Recipient ~ Paul Harris Rotary Fellow ~ NAACP Community Support Recognition Award ~ Olivet College Leadership and Social Responsibility Award ~ Army Bronze Star(2) ~ Army Achievement Medal(3) ~ Army Commendation Medal(2) ~ Overseas Service Ribbon ~ National Defense Service Medal ~ Global War on Terrorism Medal ~ Humanitarian Service Medal ~ Iraq Overseas Service Medal ~ Army Service Ribbon ~ Armed Forces Medal with "M" Device ~ Combat Action Badge

Military & Community Affiliations

Michigan Association of Chiefs of Police Accreditation Commission, Chair
Western Michigan Association of Chiefs of Police Executive Board, Chair
Michigan's Governors Mental Health Diversionary Council, Member
Battle Creek Family Y-Center, Board Member (former Chair)
Grace Family Health Center, Board Member
National Police Foundation, Executive Fellow
International Association of Chiefs of Police-member
Police Executive Research Foundation-member, SMIP Graduate
Federal Bureau of Investigations-National Academy-graduate member
Battle Creek Police Relief Association, President – Past
Battle Creek Police Department Collective Bargaining Organization, Chairman – Past
Battle Creek Boys and Girls Club Board Member-Past
Summit Point Community Mental Health Board Member, Vice-Past

Jutiki C. Jackson MBA

Law Enforcement Executive

December 18, 2021

Chief Gary Peterson (Ret.)
Chief Mark Helms (Ret.)
Public Sector Search & Consulting, Inc.
6520 Lonetree Blvd.
Suite 1040
Rocklin, CA 95765

Sirs,

The City of Grand Rapids requires a Police Chief that is a transformational leader that has vision and the ability to effectively serve the community while building a safe environment for citizens, businesses and neighborhood residents. I have a proven track record that demonstrates my ability to accomplishing the above goals. Therefore, please accept my cover letter for consideration as Chief of Police.

It has been an honor to serve my community as a law enforcement officer for over 26 years. Throughout my career with the Milwaukee Police Department, I ascended the ranks of command and achieved the rank of sergeant, lieutenant, captain, and inspector. Each rank provided an opportunity to work with the community from a different perspective, and at each level my commitment to serving the community was strengthened.

As a Captain, I was assigned as the commander of District Seven, the most active patrol district in the City of Milwaukee. The district encompassed over 100,000 residents that lived within 13 square miles. Although the district is mostly residential, there is a mix of shopping malls, universities, schools, parks, major businesses and a wide spectrum of faith-based organizations. Being a patrol commander ignited my passion and inspired my purpose to serve. As a result, the motivation led to the development of numerous community focused programs and initiatives that were designed to serve people who face extraordinary challenges. I immediately made community policing a top priority and shifted the culture of the district from a silo-based reactive perspective, to a community focused, service-oriented perspective. Operations were redesigned to focus on regaining the community trust, creating safe, sustainable neighborhoods and building strong collaborations with businesses, non-profit and faith-based organizations.

The District Seven Faith-Based Team is one example of a successful collaboration that was created under my leadership. Initially, the group was comprised of only faith-based organizations that worked together to support district outreach efforts in the most challenging neighborhoods of Milwaukee. Soon, non-profit organizations and businesses joined forces with the Faith-Based Team to expand our outreach efforts.

Together, the Faith-Based Team hosted many events that provided support services to victims of domestic violence, victims of violent crime and at-risk teenagers.

Jutiki C. Jackson

Law Enforcement Executive

The Salvation Army Chaplaincy program is another successful community-based initiative that I spearheaded during my tenure at District Seven. The program provides spiritual and emotional care to families in the community that experience trauma. The program also focuses on officer wellness during critical incidents and traumatic scenes. The program has gained national attention and variations of the program have been replicated in other communities.

As an inspector and a member of the executive command staff, I have expanded my knowledge of the administrative function within executive leadership. I gained practical experience by working with unions, developing policy, managing budgets, hiring employees, administering promotional processes, administering discipline, and managing medical issues. I worked closely with internal affairs and took a particular interest in citizen complaints, use of force and pursuits. I maintained a strong leadership role in developing policies that general a gradual decline use of force incidents across the agency.

The above examples only highlight a few of the many experiences that I gained throughout my law enforcement career. Overall, they have helped in developing me as a well-rounded police executive that is motivated and inspired to improve the quality of life for the citizens of Grand Rapids.

As an energetic, purpose-driven professional, I've focused my career on serving others. I am confident that my leadership skill, experience and ability aligns well with the service and values that makes Grand Rapids a great city. I welcome the opportunity for a personal interview to further illustrate my qualifications, and the benefits that I will offer Grand Rapids.

Thank you for your consideration.

Sincerely,

Jutiki C. Jackson

Jutiki C. Jackson MBA

Law Enforcement Executive

~ Track record of transformational leadership and emergency management experience ~

Dedicated law enforcement officer with 26+ years of experience in improving the quality of life for the citizens of Milwaukee. Visionary leader that emphasizes ethics and high integrity to effectuate the organizational mission. Adept at building and leading strong teams to achieve the goal of improving public safety. Skilled at training, crisis management, incident command, administrative functions, budgeting and personnel development. Excellent research and problem-solving skills with the ability to maintain strict confidentiality on sensitive information. Reputation for a strong work ethic and an uncompromising devotion to service.

CORE COMPETENCIES/AREAS OF EXPERTISE

Community Relations | National Incident Management Systems | Critical Infrastructure Assessment
Organizational Development | Leadership Development | Servant Leadership
Process Improvements | Employee Training | Strategic Communications | Budget Management
Technical skills: Microsoft Word, Excel, PowerPoint

VALUE PROPOSITION

- ✓ Ability to lead teams during major critical incidents such as demonstrations and protest.
- ✓ Effective at collaborating with City, County, State and Federal agencies to coordinate resources and prevent, prepare, respond and recover from incidents.
- ✓ Ability to remain calm and deliver clear rational decisions during times of crisis, critical incidents and stressful situations.
- ✓ Expertise in community relations and building neighborhood collaboration.

CAREER HIGHLIGHTS

National Basketball Association, New York, NY

2019 – Present

Security Director – Eastern Region (2019 – Present)

Responsible for assessing, planning and executing industry leading security programs to protect the safety of all employees, players, and fans at NBA league sponsored games and events both domestically and internationally.

- ◆ Direct oversight of ten NBA teams, ten G League teams and five WNBA teams.
- ◆ Guide and develop arena security protocols and standards.
- ◆ Formulate and manage event related security budgets.
- ◆ Manage the administrative function of 110 direct reports.

Milwaukee Police Department, Milwaukee, WI

1992–2019

Inspector – Executive Command (2016 – 2019)

Charged with executive oversight of the entire agency during night shift and weekends. Direct supervision of all patrol districts, investigations and the communications division.

- ◆ Responsible for risk management mitigation throughout the entire Milwaukee Police Department. Duties include managing resources for the agency and acting on behalf of the Chief of Police during nights and weekends.
- ◆ Night shift Public Information Manager. Responsibilities include coordinating with media by providing live interviews and written statements when necessary.
- ◆ Served as the Field Operations Commander during the 2016 Milwaukee civil disturbance. Used the Servant Leadership Model to ensure the safety of officers, citizens and the community.

Jutiki C. Jackson

- ◆ Contributed to policy development of body worn cameras, pursuits, use of force and additional topics. This responsibility included meeting and negotiating terms of new policies with both police officers' unions and supervisor unions.
- ◆ Executive supervision of Districts 1, 2, 6 and the Office of Community Outreach Division.
- ◆ Executive supervision of the following divisions: Human Resources, Internal Affairs, Communications and Fleet Management. Significant experience was gained in working with civilian managers and managing budgets.

Major Incident Response Team Commander (2013–2016)

Functioned as the Commander of the Major Incident Response Team (MIRT); successfully managed large-scale protest and demonstrations with direct supervision of over 200+ officers.

- ◆ Directly responsible for maintaining operational readiness for MIRT officers, including legal updates, best practices and updated training exercises. This responsibility included – coordinating hands on training, developing lesson plans and approving the training curriculum.
- ◆ Operated as the MIRT Field Force Commander during crisis management situations, emergency operations and special events. Duties included management of numerous protest and demonstrations beginning with the Occupy movement and lasting through the civil disturbance in Milwaukee in 2016.

Captain/Commander – Patrol Division (2013–2016)

Successfully managed individuals, groups, and teams to accomplish organizational goals, while simultaneously improving neighborhood relationships and reducing crime.

- ◆ Commander of a patrol district that was responsible for 19 square miles within the City of Milwaukee, with a residential population of over 100,000.
- ◆ Direct supervision of 150+ officers, first line supervisors and civilians.
- ◆ Played a key role in developing The Salvation Army faith-based initiative and supported the development of the Trauma Informed Care outreach strategy.
- ◆ In partnership with faith leaders, created and managed the District Seven Faith-Based outreach team which was comprised of over 20 organizations of various religions.
- ◆ Engineered and led an adopt-a-block community outreach strategy that engaged members of the community and expanded block watch programs.

Lieutenant (2010–2013)

Shift commander for patrol districts and Special Operations Division.

- ◆ Assigned as the Tactical Commander for the SWAT Team and the Canine Unit.
- ◆ Effectively planned, organized and executed high-level security details for events such as US Presidential visits, Summerfest and Occupy demonstrations.

Sergeant (2002–2010) Police Officer (1992 – 2002)

- ◆ Planned and trained personnel in police tactics and officer safety according to the department rules and guidelines.
- ◆ Served as a department adjunct instructor. Received State certifications in the discipline of Firearms, Emergency Vehicle Operations, Vehicle Contact, and Tactical Operations.
- ◆ Regularly participated in training recruits and police officers during in-service.

Jutiki C. Jackson

Executive MBA, international business, Marquette University, Milwaukee WI, December 2017
Bachelor of Arts, Leadership Studies, Criminal Justice, Marquette University, Milwaukee WI, May 2009
Dean's List | National Honor Society

EXECUTIVE LEADERSHIP DEVELOPMENT

SMIP 3-week management course Certificate, Boston, MA – 2015
Southern Police Institute 13-Week Police Executive Leadership Course – 2011
International Association of Chiefs of Police (IACP) Certificate – 2011
Marquette University Future Milwaukee Leadership 9-month course – 2009

SPECIALIZED TRAINING

Homeland Security – WMD Tactical Commander Management and Planning – 2008
Homeland Security – Critical Infrastructure Key Resource Asset Protection – 2012
U.S. Environmental Protection Agency – Emergency Response to Hazardous Materials – 2004
Emergency Management Institute – Intro to Incident Command System IS-00100 – 2007
Emergency Management Institute – ICS Initial Action Incidents IS-00200 – 2007
Emergency Management Institute – National Incident Management System IS-00700 – 2005
New Mexico Tech – Incident Response to Terrorist Bombings – 2005
New Mexico Tech – Prevention and Response to Suicide Bombing Incidents – 2005

AWARDS AND SPECIAL RECOGNITION

MARQUETTE UNIVERSITY LEADERSHIP EXCELLENCE AWARD – 2016
SALVATION ARMY VOLUNTEER OF THE YEAR AWARD – 2015
BLACK MALE ACHIEVEMENT AWARD – 2017
LAW ENFORCEMENT COMMUNITY OUTREACH AWARD – 2014

COMMUNITY INVOLVEMENT

RED CROSS BOARD MEMBER – CURRENT
YMCA RITE HITE BOARD MEMBER – 2005 TO 2016
ST. JOAN ANTIDA HIGH SCHOOL BOARD MEMBER – 2009 TO 2015

ERIC WINSTROM

November 14, 2021

Mr. Gary Peterson
Public Sector Search and Consulting
6520 Lonetree Blvd., Suite 1040
Rocklin, CA 95765

Dear Chief Peterson,

I am writing to express my interest in the position of Chief of Police with the City of Grand Rapids. I have spent more than twenty years overcoming numerous challenges to make contributions which have made the City of Chicago a safer place. After reading the Grand Rapids Police Department's Strategic Plan, and reviewing comments and questions posed by an informed and engaged Mayor and City Commission, I believe the experiences and skills gained in Chicago make me an ideal candidate to lead the Grand Rapids Police Department.

Although never a resident of the area, my family's roots are in West Michigan, and I've spent a considerable amount of time with friends and family in and around Grand Rapids. There is even a Winstrom Park in nearby Ottawa County, created from land donated by my great-grandfather, a deputy sheriff there in the 1960's. I have a great appreciation for Grand Rapids, and me, my wife, and my eight- and ten-year-old are excited about the prospect of relocating there.

My career path has been somewhat unorthodox. My older brother was arrested at age 19 in Austin, Texas. Struggling with addiction, he was "befriended" by a man at a bar who asked if he had any extra cocaine. After providing the man, who was a police informant, a small amount of cocaine, a middle-of-the-night no-knock search warrant was executed on my brother's apartment. He was charged with delivery of drugs and pleaded guilty, receiving a 10-year prison sentence with early parole for attending a labor program. I remember driving every Sunday to visit my brother in prison and seeing the inmates working in the fields, while shotgun-wielding guards on horseback loomed over them.

My family anguished over how a 19-year-old, dealing with dependencies and arrested for a small amount of drugs, was treated so harshly by the criminal justice system. His felony record made it difficult for him to better himself with steady employment, and he required twice the effort of young men his age to find success. His experience with the criminal justice system inspired me to want to make changes in it and I majored in Administration of Justice at Rutgers College, then entered Brooklyn Law School. I clerked in the NYPD's Advocate's Office, a unit which prosecuted administrative cases against the department's officers, and I shared a desk with an officer named John Perry, who joined the NYPD after graduating from NYU's Law School. John explained his desire to improve the criminal justice system. He had a theory that civilians working to make changes in policing lack the credibility to achieve legitimacy in the eyes of those working in the profession. He even moved into projects in Manhattan to directly improve life for those around him. While at the NYPD my opinion of the policing profession evolved as I came to understand the positive that officers accomplish every day, and I, too, thought that joining a police department after law school was appealing. A final testament to Officer Perry's character, John was killed when the South Tower of the World Trade Center collapsed around him after he ran from the NYPD headquarters to aid the injured following the September 11th terrorist attacks.

I started the Chicago Police Academy a few weeks after graduating from law school and worked patrol in the Robert Taylor Homes, a large group of 16-story public housing projects known for their high levels of gang violence. The projects in Chicago had ostensibly begun as an opportunity for those suffering hard times to help lift themselves out of poverty with inexpensive housing, but over time, these projects failed their residents. I witnessed a thriving drug trade and a level of violence which showed a lack of respect for human life. I also observed how an enforcement-only approach to violent crime was a disservice to the many great residents there. I had the opportunity to teach law at CPD's academy and became a detective, investigating child abuse. After being promoted to sergeant, I took over a plain-clothes team which focused on illegal gun activity on Chicago's West Side. I then returned to the detective bureau, eventually taking over as commanding officer of CPD's Special Investigations Unit (SIU) which investigates all child sex crimes in Chicago. Recognizing that one

mistake could have serious ramifications on the victim and potential future victims, I took steps to improve case management, evidence processes, and accountability controls on investigations. My first big challenge with dealing with the media came at SIU when external pressure (including televised protests by LULAC outside our unit's location) was placed on me to make an arrest in a child molestation case that a detective had determined to be fabricated. I supported the detective and defended the reputation of our unit, holding lengthy in-person discussions with representatives and attorneys for LULAC who feared CPD's closing of the case was racially motivated. After the meeting, the criticism ceased. Our position was completely vindicated when a warrant was issued for the false accuser.

In 2014 I left SIU to join CPD's Office of Legal Affairs. I had the opportunity to advise on policy, work as a project manager, and liaised with the Mayor's office. After a year my work was recognized with a promotion, and I was given a more traditional legal role dealing with federal civil rights litigation. The volume of civil cases brought against CPD and its officers was substantial, and I taught promotional classes about limiting civil liability. I also oversaw discovery by the FBI and special prosecutor for the investigations into the killing of Laquan McDonald by Chicago Police Officer Jason Van Dyke. The brochure for the Grand Rapids Chief position poignantly states, "The Chief will always value full transparency above short-term public relations considerations." The logic behind such reasoning became apparent during this time, as the delayed video release of the murder by Van Dyke prompted the firing of the CPD Superintendent, inspired many large protests, and brought a "pattern and practice" investigation by the Department of Justice. This was followed by a lawsuit by the Illinois Attorney General's Office, which culminated in a consent decree. I became the designated on-the-ground 1st Amendment attorney representing CPD for dozens of Black Lives Matter protests. Chicago has a long history of protest culture, and my role was to ensure the rights of those protesting, as well as the rights of bystanders, were protected. We maintained an exceptional track record of accommodating protestors and rarely needed to take any enforcement action.

Promoted to lieutenant in early 2017, I was assigned to our "Near North" district which contains critical infrastructure such as Chicago's water filtration plant, large entertainment venues such as Navy Pier, high profile landmarks such as the Hancock Building, and high-traffic beaches on Lake Michigan. I fostered relationships with business, restaurant and hotel industry representatives and worked collaboratively to maintain a safe environment for employees and visitors in the highest-volume tourist destination in the city.

In September 2017 I was tasked with assisting with the creation of the Office of Reform Management, to facilitate major policy and cultural changes in CPD, and I became its first commanding officer. Using my organizational and institutional knowledge of the Department, I helped staff the new unit and positioned it to smoothly implement the impending consent decree's requirements. It was also during this time I became a core member of CPD's consent decree negotiation team with the Illinois Attorney General's Office. I was able to use my strong knowledge of detective and patrol operations, and criminal and labor law, to effectively negotiate with the Attorney General's own hired experts to come to agreement on a document which became the largest and most comprehensive consent decree ever created for a municipal police department.

To shepherd in the numerous changes required by the consent decree and other reform efforts, I took over as head of the policy section of our Research and Development Division in May 2018. Comprehensive reforms of Department-wide policy began at this time, and I worked closely with our Education and Training Division to enact a new "Learning Management System" to supply officers much-needed training on a variety of topics including use of force, legal updates, and an enhanced officer wellness program.

In November of 2019 I became captain of one of the largest of CPD's 22 police districts (with over 400 personnel). Although only there for a few months, being back in patrol gave me the perspective of seeing how changes can best be put in motion to provide a safer city through evidence-based deployments and Constitutional policing.

I was promoted to Commander in February 2020 with the opportunity to create a new detective division to cover the northwest side of Chicago. Following efforts to coordinate logistics, technology, personnel and navigate collective bargaining issues, we opened Area 5 in April of 2020. We have maintained the highest murder clearance rate, and in my opinion, the highest morale, of any unit in the department since the day we opened. When the pandemic hit, I became a member of CPD's coronavirus task force and crafted policy to allow officers to write citations in lieu of physical arrests to limit both officer and arrestee exposure to human contact. I also permitted my personnel to complete as many reports at home as possible and supported increased use of video conferencing.

With a department already struggling with problems brought on by the pandemic, civil unrest began in Chicago in the wake of the killing of George Floyd by a Minneapolis Police officer. When 18 people were murdered in Chicago on May 31st, I

was re-assigned to CPD's command center. For three weeks I worked dusk to dawn directing police resources and coordinating with other City Departments to bring order back to the city. I returned to this position briefly to oversee response during a second round of looting in early August 2020, then as a precaution during potential unrest surrounding the presidential election, and the Derek Chauvin trial verdict.

While commanding Area 5 I continue to be tasked with making Department-wide contributions, including being an advisor on policy and legislative issues, taking part in the committee for cultural change in the Department and representing the Department on multi-agency working groups. I oversee citywide operations as the rotating incident commander for critical events such as police involved shootings and SWAT incidents. I regularly testify as an expert and designated representative for the Department in civil litigation on such topics as police policy, criminal investigations, patrol operations, discipline, use of force and collective bargaining issues.

To be a successful manager in Chicago, I've worked tirelessly to build relationships. I regularly guest lecture at a local college and embrace the questions and challenges I get from students who have come of age in a time where blind reverence for the police doesn't exist. I've been at the table with other city leaders for discussions with community groups who wished to "defund the police." Talking together and discussing our differences and points of view, we can come away with a better understanding of how our actions and attitudes can affect those around us, and how we can all make positive changes. As Chief I will embrace similar opportunities to have open, honest communication with all stakeholders in Grand Rapids.

I'm pleased to see the Grand Rapids Police Department's commitment to real community policing. There is a temptation in our profession to reduce community policing to a photo-op or "check the box" activity. "Coffee with a Cop," "National Night Out" and other events are valuable, but to me community policing means ensuring officers are spending their time in a way that is having a positive impact on the city in a manner that is supported by the community. Following the concepts of procedural justice in day-to-day interaction with the public, and embracing opportunities to problem solve and have other positive community interactions, is more important than scheduled events. Reflecting on Grand Rapids Police Department's mission to "ensure all people feel safe and are safe at all times throughout our community," a police department that implements true community policing is one that is most capable of providing perceived and actual safety.

A Chief must also build internal relationships to effectively lead. Having a healthy environment for officers in Grand Rapids will be a top priority. Treating officers with respect and compassion is a starting point, but a leader should also set the example. Sometimes being in charge means having to do the unpleasant jobs, such as when I've stood in front of a line of officers to absorb vehement anti-police vitriol at dozens of protests. As Chief I will work to build the trust and respect of the department, through my work efforts, by treating personnel with compassion, and by making sure the officers feel supported, appreciated, and treated fairly.

I have a record of strong ethics credentials. I have personally arrested three police officers – each of whom was subsequently fired. I have supervised the investigations into three police-involved shootings where the officers were charged with felonies. I have spoken as an expert against officers in misconduct hearings, and at Federal court, where my testimony aided in the conviction of two CPD officers for corruption. I have also made hundreds of arrests including many armed robbers, rapists and murderers. I have managed resource allocation using evidence-based methods to aid in the reduction of crime and have effectively pushed back on allegations of "disparate impact" policing to avoid under-serving vulnerable communities. I am an advocate for my personnel, a prolific writer of letters of recommendation for my subordinates wishing a transfer or promotion, and I have testified under oath at several administrative hearings and civil trials to defend officers. Although reform-minded, I have earned trust and respect from coworkers and have a reputation for being a cop's cop.

I am prepared to bring my significant experience in leadership and organizational improvement, tireless work ethic, high-energy and knowledge to lead the Grand Rapids Police Department. I am very optimistic that we can work together to make the city a safer place and become the most trusted police department in the country.

Sincerely,



Eric Winstrom

ERIC WINSTROM

SUMMARY

Serving as a commander with the Chicago Police Department, I am exploring new opportunities for challenges in law enforcement.

EXPERIENCE

Chicago Police Department, Chicago, Illinois

August 2000 to Present

Commander – Area 5 Detectives

February 2020 to Present

- Tasked with the opportunity of opening the new Area 5 on the northwest side of Chicago, and currently leading approximately 190 sworn department members.
- Oversaw highest murder clearance rate of entire city of 85% in 2020.
- Lowest civilian complaint numbers of any detective Area.
- Added the Area 5 Technology Center dedicated to processing video surveillance, and cellular and computer data, credited with providing vital evidence in the clearance of numerous homicides.
- Member of Chicago's COVID-19 response team. Created police response policy to balance criminal enforcement and virus mitigation by permitting ticketing in lieu of custodial arrest for non-violent offenses.
- Coordinated Department efforts following civil unrest of 2020, allocating citywide resources to protect life and property while ensuring the exercise of First Amendment rights leading to hundreds of peaceful protests where no violence occurred, and no arrests were recorded.
- Crafted intergovernmental affairs procedures to create a constant electronic communication of pending legislative issues to communicate the Superintendent's position to the Mayor's Office.
- Rotating operations commander for citywide critical incidents (e.g. SWAT, police involved shooting, mass casualty).
- Department representative and court-recognized expert in civil, criminal, and administrative cases.

Captain – 009 District

November 2019 to February 2020

- Second in command of the Deering District in Chicago's South Side. 009 is a tier 1 district with approximately 400 sworn members assigned to a coverage area including the Back of the Yards, Bridgeport, Brighton Park and Chinatown neighborhoods.

Lieutenant – Research and Development Division

May 2018 to November 2019

- Highest ranking uniformed member of the Research and Development Division supervising officers assigned to the Accreditation (CALEA), Policy and Procedure, and Research and Analysis Sections.
- Primarily responsible for the creation and revision of all Departmentwide policy.
- Directed policy revisions to comply with the consent decree with the Office of the Attorney General of Illinois.
- Chicago Police Department obtained CALEA accreditation July 28, 2018.

Lieutenant – Office of the Superintendent

September 2017 to May 2018

- Member of core negotiation team for settlement of State of Illinois V. City of Chicago, 17 CV 6260, resulting in the consent decree approved by Northern District of Illinois Judge Dow in January 2019.
- Assisted in the creation of the Office of Reform Management, a unit designed to monitor compliance with the consent decree and other reform efforts.
- Recipient of the Superintendent's Award of Merit for efforts surrounding negotiation and implementation of consent decree.

Lieutenant- 018 District

February 2017 to September 2017

- 1st watch field lieutenant for the district covering the northern section of downtown Chicago. 018 District's patrol area includes critical infrastructure, high-traffic tourist destinations, government facilities, recreation and sports venues, a large residential area including numerous Chicago Housing Authority units, and several institutions of higher education.

Sergeant assigned as Legal Officer II – Office of Legal Affairs

January 2015 to February 2017

- Oversight of Discovery Unit for Civil Litigation.
- Reviewed internal separation cases and civil claims against the Department for legal sufficiency.
- Assisted Corporation Counsel in the completion of answers to Interrogatories and certified on behalf of the City.
- Designated liaison for independent investigation into the City Law Department and the FBI's investigation into the shooting death of Laquan McDonald.
- Designated discovery liaison for complex litigation including Smith V Chicago (allegations arising out of ACLU report with settlement offer of 1.5 Billion dollars) and all John Burge related post-conviction litigation.
- Lead attorney for First Amendment related issues and primary designee for Black Lives Matter and election-related protest issues.
- Recognized for the arrest of two robbery offenders outside of the CPD Headquarters building.
- Instructed sergeant and lieutenant promotional classes on limiting exposure to civil liability.

Sergeant – Office of Legal Affairs

January 2014 to December 2014

- Assisted the Coordinator of Intergovernmental Affairs in review of pending legislation.
- Composed draft ordinances, bills, amendments, mayoral resolutions and letters in support of or opposed to legislation.
- Recognized for the off-duty arrest of 3 robbery offenders.

Sergeant and Commanding Officer – Special Investigations Unit

November 2012 to December 2013

- Directed and oversaw day-to-day operations of 30-person unit with investigative responsibility for all child sex offenses and internet crimes against children in Chicago.
- Designed curriculum and instructed Child Abuse and Child Sex Crimes investigations for detective, sergeant and lieutenant promotional classes.

Sergeant – Area One/Area Central HGS/RBT/SVU

October 2010 to November 2012

- Supervised detectives in every Area One office including Special Victims, Robbery and Homicide.
- Coordinated Detective Bureau logistics for NATO Summit.
- Received Special Commendation for issuing citywide pattern of 40 armed robberies, developing covert plan to locate and apprehend offenders, returning victims' property and securing convictions.

Sergeant – 025 District, 2562 Tactical Team

July 2008 to October 2010

- Prepared, executed or supervised over 40 search warrants as 2562 tactical team sergeant. Maintained highest gun recovery, search warrant and felony arrest totals of all teams.
- Recipient of Problem-Solving Award for shutting down large drug operation in residential neighborhood and Department Commendation for administering CPR to fellow sergeant.

Detective – Area One RBT/SVU

February 2006 to June 2008

- Investigated property crimes, missing persons and child abuse cases. Received multiple Department Commendations for clearing newsworthy crime patterns.

Police Officer – 013 District, 1363 Tactical Team

March 2004 to January 2006

- Awarded Department Commendation for pursuit and apprehension of armed homicide offenders.

Police Officer/Law Instructor- Police Academy

October 2003 to March 2004

- Instructed Criminal Law, Jurisdiction and First Amendment Investigations.

Police Officer – 013 and 002 Districts

August 2000 to October 2002

- Uniformed patrol and Loop Traffic Detail.

Morris County Prosecutor's Office, Morristown, New Jersey

October 2002 – February 2003

Detective

- Investigated crime, located and interviewed witnesses, prepared cases for trial. Coordinated with municipal law enforcement to direct investigations and develop trial strategies.

EDUCATION

Brooklyn Law School, Brooklyn, New York

Juris Doctor, June 2000

Recipient of Richardson Merit Scholarship.

Prosecutor's clinic at Kings County (Brooklyn, NY) District Attorney's Office

Law Clerk at New York City Police Department's Legal Bureau

Rutgers College, New Brunswick, New Jersey

B.S., Administration of Justice, October 1997

Activities: President, Rutgers University Fire Department

Other Qualifications

Admitted to Illinois Bar. Attorney Registration and Disciplinary Commission# 6305165

May 2011-Present

Licensed Private Security Contractor. License# 119001310

December 2010-September 2020

Illinois Notary Public

July 2014-Present

Member of Illinois and International Associations of Chiefs of Police

Guest Lecturer on Criminal Investigations and Constitutional Policing at DePaul University