

Stephen L. Mylett

April 21, 2021

Mr. Robert Burg
Ralph Andersen and Associates
5800 Stanford Ranch Rd. #410
Rocklin, CA 95765

Dear Mr. Burg,

Please accept this letter as my formal application for the position of Chief of Police for the City of Akron. I believe I possess the qualifications and qualities the City of Akron is looking for in their next Police Chief and I am excited to submit my application for this position.

My attached resume details my experience and education in law enforcement and my development as a police executive. The information contained within my resume clearly demonstrates that I am prepared to lead the men and women of the Akron Police Department and to join Mayor Horrigan's executive leadership team.

It is an understatement to say that policing has dramatically changed in the last few decades and that evolution must continue. Through strong collaborative relationships with all stakeholder groups and creating a shared vision, the next Chief of Police will find success in assisting the City of Akron to reduce crime, reduce the fear of crime and enhance the quality of life for all who call Akron home. As one member of the larger city team, the Akron Police Department must continue to leverage its resources to build trust within the diverse Akron community and create an environment conducive for a high performing organization.

It appears the employees of the Akron Police Department have worked hard to earn, and maintain, the public trust and there is not greater need for public trust than now. Communities around the country have been demanding City leaders challenge their own systems to identify and root out any remnants of racism, inequality, and inequity. By building coalitions and engaging diverse communities, cities like Akron can make tremendous progress in meeting their community's demands. It certainly appears the City of Akron has successfully engaged its community to address this very issue. You will find that I have a long track record of creating shared visions, engaging diverse communities, building coalitions, and leading police departments in very diverse urban communities through transparency and open and honest dialogue.

Integrity, honor, and commitment are words that are often used to describe me as a person and as a law enforcement professional. I possess a strong set of ethics and morals that have guided me in both my personal and professional life. I believe I have emerged as an effective visionary leader with a proven track record of operations experience, executive development, and successfully leading during the most difficult period in our nation's recent history.

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Thank you for the opportunity to apply for this position and I look forward to participating in the next step in the selection process.

Sincerely,

Stephen L. Mylett

Stephen L. Mylett

Education: Master of Science in Criminal Justice Leadership and Management, Sam Houston State University, Huntsville, Texas 2010-2012

Bachelor of Applied Arts and Sciences, Midwestern State University, Wichita Falls, Texas 2003-2007 (Magna Cum Laude)

2015 – Present: Chief of Police, Bellevue (WA) Police Department

Responsibilities:

- Serve a residential population of over 145,000 in a 2 million residential metropolitan area
- Provide direction and leadership for a workforce of 233 employees 40 Volunteers
- Oversee and manage a \$51 million-dollar budget
- Develop and execute agency strategic plan, work plan and scorecard with a focus of achieving city and agency vision and mission
- Identify and implement best methods and approaches to motivate and inspire agency personnel to provide exceptional services to a diverse customer base
- Identify and implement best methods and approaches to engage a very diverse community to build community trust and establish legitimacy – 6 Pillars of 21st Century Policing

Successes:

- Successfully improved the image of the police department within the community, city government and region by building collaborative relationships and adhering to the principles of transparency
- Continually lead the BPD through civil/social/political unrest during a pandemic by:
 - Serving as a key resource to the City Manager as we interact with numerous civil rights and community groups demanding police reform
 - Effectively engaging with, and communicating information to, the public including civil rights groups, student groups, community activist groups, business leaders, and education leaders to reduce confusion, anxiety, fear, and anger
 - Listening to all stakeholder groups and addressing concerns leading to connecting the police department with the public
 - Serving as a key member of the City of Bellevue Leadership Team to manage issues related to the pandemic: homelessness, reducing community spread, economic loss, and crime
- Developed and implemented the Bellevue Police Department's Tomorrows Program:
 - Established 7 separate advisory councils to the Chief of Police based on race, ethnicity, religion, sexual orientation and national origin
 - Created an effective employee recognition and development program
 - Commissioned numerous self-directed work teams comprised of various stakeholder groups, including department employees, to tackle various issues
 - Initiated a formal mentor program
 - Established first CompStat Program in Bellevue
 - Developed and implemented the first Sector Captain Program
 - Improved use of technology
 - Improved implementation of the High-Performance Organization (HPO) model
 - Increased diversity hiring by over 6%

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- Restructured the police department:
 - Created the Office of Accountability to include Inspections Unit
 - Created the Planning and Research Unit
 - Retired the rank of Lieutenant and re-instituted rank of Sergeant
 - Established new expectations for Command Staff members
 - Created Special Operations Group to include a Narcotics Unit and proactive teams
 - Aligned various units to the appropriate divisions
 - Implemented Bicycle Unit
 - Working collaboratively with the 3 labor unions, civilianized several sworn positions and re-assigned the sworn position to operations
- Initiated and/or Improved Engagement between:
 - BPD and Ethnic Minority Majority Community
 - BPD and Area Businesses
 - BPD and City Departments
 - Command Staff and Line Officers
 - Office of Chief of Police and the 3 Labor Unions
 - BPD and area law enforcement agencies
 - BPD and Media Outlets
- Reduced Crime for five consecutive years
- 2 successful CALEA assessments – awarded Gold Standard in Accreditation with Excellence
- Effective use of technology:
 - Social Media: Facebook, twitter, NextDoor, Website, YouTube
 - Developed and implemented Video Blog initiative and Conversations with the Chief Program (multiple languages)
 - Data driven approach to Reduce Crime, Reduce Fear of Crime, Enhance the Quality of Life for everyone who calls Bellevue home
- Successful settlement of 7 union contracts

2011-2015: Chief of Police, Southlake (Texas) Police Department

Responsibilities:

- Provided direction and leadership for a force of 72 employees and 20 volunteers
- Managed a \$5.8 million-dollar budget
- Reduced crime, Reduced the fear of crime and Enhanced public safety for the citizens of Southlake through the implementation of proactive programs and policy development based on the tenets of the community policing philosophy

Corpus Christi Police Department

2011: Assistant Chief of Police – Operations Bureau

- Served in a diverse community of over 300,000 residents
- Managed a \$50 million dollar budget for the Operations Bureau

Responsibilities:

- Provided leadership and management for the Operations Bureau including the following divisions and units: Patrol Division (26 patrol shifts, Traffic Division, Gang Unit); Criminal Investigation Division (Homicide, Robbery, Sex Crimes, Burglary, Family Violence, Theft, Financial Crimes, Auto Theft); Narcotics/Vice Investigations; Criminal Intelligence/Organized

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Crime Unit; Emergency Response Unit (SWAT, Dive Team, Bomb Squad) – approximately 400+ employees

- Department liaison with all federal agencies to include serving on the Houston HIDTA Executive Board
- Managed the agency's involvement with three federal task forces (Safe Streets, Drug Enforcement Administration, and the Joint Terrorism Task Force)
- Developed numerous community partnerships

2009-2011: Police Commander – Office of Accountability

Responsibilities:

- Provided supervision, management, and leadership for the Accreditation Unit and Inspections Unit
- Directed, managed and supervised the Chief's Reorganization Project which included examining every aspect of the department's operation and identifying opportunities for improvement to ensure the agency operated at maximum effectiveness and efficiency. The project included inviting various stakeholders to participate on various reorganization teams. Stakeholders included members of the agency (sworn and civilian), local business, faith based organizations, education institutions, military services, government, industry, and local residents.
- Ensured all divisions, units, and departments were held accountable for performance matters and achieving agency goals and objectives
- Chief's representative during legal proceedings
- Chief's representative during contract negotiations with the Police Officers Association

2006-2009: Police Captain:

Inspections Unit/Accreditation Unit Executive Officer

Responsibilities:

- Assisted the agency in achieving its first national accreditation through CALEA
- Conducted comprehensive Staff Inspections of all major components of the department
- Conducted spot inspections, special inspections, follow-up inspections and audits
- Assisted in policy development for the agency
- Department liaison with area attorneys tasked with defending agency during lawsuits
- Department Honor Guard and Peer Support Team Commander

Uniform Patrol Division Executive Officer

Responsibilities:

- Second in command of the Uniform Patrol Division which included managing the day to day administrative functions of the division
- Managed a \$35 million-dollar budget
- Supervised all administrative personnel within division
- Managed special events activities (Spring Break, Buccaneer Days Festival, Bayfest and others)

Uniform Patrol Division District Captain

Responsibilities:

- Patrol Captain providing leadership, supervision and management for patrol field units
- On-scene commander for various major crime scenes to include homicides, sexual assaults, officer involved shootings, aggravated assaults, fatality accidents etc.

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- Development of innovative programs to combat crimes and to address quality of life issues for citizens
- Command over Special Events (Spring Break)

2000-2006: Police Lieutenant

Responsibilities:

- Provide leadership and supervision to officers assigned to my shift
- On-scene commander in absence of Captain for various major crime scenes to include homicides, sexual assaults, officer involved shootings, aggravated assaults, fatality accidents etc.
- Development of innovative programs to combat crime and to reduce fatality accidents
- Development of employees charged under my command

1989-2000: Police Senior Officer/Senior Police Officer

Responsibilities:

- Officer/Senior Officer assigned to patrol shifts responsible for proactive/ reactive patrol response
- Senior Officer assigned to the Special Services Division – undercover narcotics investigator

PROFESSIONAL DEVELOPMENT:

- Senior Executive Institute Program Darden Business School (2015)
- Leading, Educating, and Developing (LEAD) Program Cooper Center for Public Service (2014)
- Police Executive Research Forum Senior Management Institute for Police (2013)
- Sam Houston State University Law Enforcement Management Institute of Texas: Leadership Command College (2004-2007)
- Sam Houston State University Law Enforcement Management Institute of Texas: Continuing Leadership Program (2008)
- Sam Houston State University Law Enforcement Management Institute of Texas: New Police Chief Development Course (2012)
- The Commission on Accreditation for Law Enforcement Agencies Accreditation Manager Training (2008)
- Texas Tactical Police Officers Association SWAT Command Course (2011)
- United States Secret Service Dignitary Protection Seminar (2011)
- University of North Florida Institute of Police Technology and Management Comprehensive Staff Inspections Course (2007)
- Corpus Christi Police Department Basic SWAT School (2006)
- Disney's Approach to Business Excellence (2012)
- Texas Commission on Law Enforcement Standards and Education Master Certificate (2000)

AFFILIATIONS:

Police Executive Research Forum
International Association of Chiefs of Police to include member Victim Services Committee
Washington State Police Chiefs Association – Chairman of the Volunteer Committee and
Co-Chair of the Public Trust Committee
National Organization of Black Law Enforcement Executives
Rotary Club of Bellevue
Fraternal Order of Police
Board of Trustee for the Youth Eastside Service organization

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AWARDS:

Office of Secretary General Employer Support of the Guard and Reserve Patriotic Employer Certificate of Merit
Police Shield
Air Force Good Conduct Medal
Air Force Achievement Medal (X2)
John Levitow Award
Martin Luther King Jr. Award
Special Award (X2) from the Bellevue Muslim Community

MILITARY SERVICE

1990-1992: United States Air Force Reserve Security Police Specialist– Staff Sergeant - Honorable Discharge

1985-1988: United States Air Force Security Police Specialist– Airman, Airman First Class, Senior Airman, Sergeant – Honorable Discharge

Personal:

- Married to JoAnn for 30 years. We have four children and 2 grandchildren

Mr. Burg,

Almost 20 years ago, I found myself in a situation that I never wanted to be in. Contrary to the way I was raised, beliefs I held, and positions that I openly professed, I was faced with a decision where I was forced to file a lawsuit against my employer in order to clear my good name. Prior to this situation, I could have never imagined taking such an action.

The details of what led me to file suit against my employer are lengthy, however, I stand ready to explain them. In fact, I explained the details to the City Managers of the City of Southlake and the City of Bellevue (my current employer) before they hired me as their Chief of Police. They both intimated they understood I had no other alternative but to seek relief through the courts.

SYNOPSIS

In 1999, I was employed as a Senior Officer with the Corpus Christi Police Department (CCPD). At that time, I was assigned to the Patrol Division as a patrol officer and I worked the graveyard shift (9pm-7am). Early one Sunday morning, close to 2 am, I stopped a vehicle for suspicion of prostitution. An investigation revealed the driver of the vehicle had picked up a known prostitute and her 4 yoa daughter just prior to the traffic stop in an area known for prostitution and violent crime. It was suspected the prostitute was using her 4 year old daughter in prostitution. The 19 year old driver had been drinking, but was not "falling down drunk". The focus of my attention at that time was the protection of the child and holding the mother accountable for endangering the child. The sexual transaction had not yet occurred; therefore, I could not prove a charge of prostitution. As a result, I released the driver in the parking lot of a 7-11 and told him to call someone to pick him up. I then began the process of calling out Child Protective Services and arranging to have the mother taken to jail.

As the 19 year old spoke on a nearby pay phone, he told me his father wanted to speak to me. As I began to converse with the other person on the line, I realized I was speaking to the Corpus Christi Police Chief – my boss. It must be noted that, at that time, the Chief had a track record of retaliating against his employees for failing to pledge loyalty to him. During the phone conversation with the Chief of Police, I explained the situation involving his son. He concluded the call by directing me to follow his son home. The Chief's son still lived at home with his parents and their residence was approximately 1 mile from the location of the traffic stop. The Chief also directed me not to include his son's name in the case report, and he further directed me not to discuss the event with anyone. Again, the details of this incident are lengthy and I am ready to explain them if needed. It was a very toxic time period in the CCPD.

During the 6-12 months following the traffic stop, numerous employees of the Corpus Christi Police Department filed lawsuits against the Chief and the City of Corpus Christi for claims related to the Chief engaging in retaliation, the creation of a hostile work environment, discrimination and other claims. During this litigation, I was subpoenaed to Federal Court to testify regarding the traffic stop involving the Chief's son. I testified truthfully. Following my testimony, all of the lawsuits were settled and the City Manager launched an investigation into the Chief's actions related to the traffic stop. At the conclusion of the internal investigation, the

Chief was served with a proposed discipline of a 3 day suspension. However, due to a provision that the City Manager could only impose a suspension of no less than 5 days against the Chief of Police, the Chief was issued a letter of reprimand in lieu of a 3 day suspension. From that point on I became a target of his aggression; aggressive behavior that lasted for more than a year. I must point out that during this period, I made every effort to meet with the Chief in order to clear the air and to end the treatment I had been subjected to by him and those in his inner circle. He refused to meet with me.

For over year following my testimony, I endured difficulties at work. Unfortunately these stresses impacted my family. To describe the situation in writing as it then existed would result in the production of a very lengthy document. The Chief used his power and position to prevent me from career advancement.

At that time, many in the agency described the CCPD executive leadership team as a pseudo mafia. The breaking point for me, and what led me to seek relief through the courts, was when the Chief of Police called me a liar in the local newspaper. Mr. Burg, I have always been a man of integrity and, as such, I defend it when it is called into question. The impact of being accused of such a thing in public, by my boss, as I am transitioning into my new role as a first line supervisor was, quite frankly, the proverbial "straw that broke the camel's back". I was not a public figure and I saw no other alternative than to seek relief through the courts. My focus was to clear my name – a name that my son was given at birth.

After a series of depositions by members of the CCPD executive team, it was quite clear the Chief of Police had me, as one person described it, on "his hit list". In the end, however, I could not prove I experienced an adverse employment action (loss of salary and/or benefits) and the case was dismissed. However, there was one good thing that came out of the process. In his deposition, the Chief went on the record stating he had never referred to me as a liar when he gave an interview to the reporter who wrote the story. The Chief also testified that he had never thought of me as a liar and the reporter was wrong for quoting him as having said anything remotely close. In the end, I achieved what I sought out to accomplish, I cleared my name.

At the conclusion of the lawsuit I came to terms that opportunities in the CCPD would be limited so long as the Chief served in his position. I decided I would control what I could and not worry about the things I could not control.

Immediately following the Chief's retirement, my career was resurrected. The Chief retired in 2005 and in less than a year I was promoted to Captain, then to Commander, and finally to Assistant Chief of Police. I would later serve as Chief of Police in Southlake, TX for 3.5 years and for the past 6 years I have served as Chief of Police in the City of Bellevue, WA.

Over the years, I have often reflected on that difficult period in the CCPD. I learned many lessons from the experiences. I learned lessons on leadership, ethics, management, and the importance of treating people with dignity, respect, humanity, and fairness. I learned the

positive aspects of the aforementioned during childhood, as a young adult and during my military service; however, the CCPD Chief modeled how the absence of strong leadership traits by a leader can lead to dysfunctionality, a disengaged workforce, and a loss of trust by those whom leaders are entrusted to serve. I have never forgotten these lessons and I know I am a better leader for having experienced the difficulties. I use these experiences to develop leaders within the departments I have had the privilege to serve in.

I have tried to find the original lawsuit online and have been unable to locate it. Again, it was filed close to 20 years ago. If needed, I can try and locate it through the court archives. I did appeal the decision and the appeal can be found here:

<http://www.ca5.uscourts.gov/opinions/unpub/03/03-40774.0.wpd.pdf>