

Matt M. Carper
Interim Director and Chief of Police
Dayton Police Department
335 West Third Street
Dayton, Ohio 45402

PROFESSIONAL SUMMARY

29 years of experience in the Dayton Police Department to include operations, investigations, and administration with a focus on public safety, advocating for victims of crime, community policing, community engagement, and officer safety and wellness.

LAW ENFORCEMENT EXPERIENCE

Interim Director and Chief of Police

7/2021-Present

- Plan, organize and direct the Dayton Police Department to achieve optimum services for the citizens of the City of Dayton and for the protection of life and property, within the framework of the City Charter and in compliance with all Federal, State and Local laws.
- Responsible for interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.
- Responsible for planning and implementing a policy strategy that is consistent with City Commission goals and maximizing the safety and security of citizens and their property.
- Work cooperatively with regional criminal justice partners and Fraternal Order of Police.
- Coordinate police functions with other City departments, community groups and other law enforcement and criminal justice agencies to use available resources effectively and efficiently to maximizing services for citizens.
- Media and community presentations to inform citizens of public safety concerns, crime prevention, police services, current department goals, and programs.
- Manage budget of over \$50 million and oversee over 400 sworn and professional staff.
- Created general counsel position to have direct access to legal counsel as well as substantially increase legal update training to department personnel.
- Created Chief's Advisory Council with diverse representation of the city for: critical incident review, CompStat inclusion to strengthen community partnership in public safety, and to have direct access to community leaders in order to best enact policies and programs to improve community/police relations and services.
- Began internal leadership and communication initiative to meet with all sergeants, lieutenants, majors, and professional staff supervisors as well as attend roll calls in order to facilitate direct communication, clarify expectations, and elicit feedback and recommendations.
- Consulted with several community members and groups in order to gain full appreciation for all perspectives. Found specific action that will make our community safer and further strengthen community / police relations.
- Created full time wellness coordinator position to fully develop wellness program to include annual EAP checkups, nutrition, fitness, finance, professional development, leadership and mentor programs, and to develop a department wellness strategic plan.
- Expanded focused enforcement initiatives to impact gun violence and traffic safety concerns expressed by community in addition to education and prevention initiatives.

- Broadening message to public through media and social media on crime and traffic information, community engagement, recruiting, as well as department information to include improvements in service, mission, and core values.
- Broadened CompStat approach to include the six pillars of the 21st Century Policing model: building trust and legitimacy, policy and oversight, technology and social media, community policing and crime reduction, training and education, and officer wellness and safety.
- Inventoried projects, programs, and supervisory responsibilities to build on what is working and streamline where possible to use staffing more effectively and efficiently.
- Overseeing implementation of 142 recommendations from five police reform groups. Ensuring appropriate staffing is in place to follow up and put recommendations into action.
- Expansion of cold case unit to include sexual assault cases using additional detectives as well as experienced retired investigators in order to better advocate for crime victims.

Deputy Director and Assistant Chief of Police

3/2019-7/2021

- Planned, organized, and directed the day-to-day service delivery of the Department of Police and its Divisions, Districts, and Bureaus as directed by the Director of Police in order to ensure the ability to continuously provide emergency readiness and police protection for the City under all conditions.
- Managed budget of over \$50 million.
- Oversaw COPS hiring grant, capital equipment, capital improvement, personnel to include staffing projections, contracts and materials, fleet management to include repair and replacement projections, multiple law enforcement trust funds, and photo enforcement.
- Ensured processes were in place to develop and meet Department performance objectives.
- Responsible for interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.
- Oversaw Investigations and Administrative Services Division, Chief of Staff and Professional Standards Bureau, which include the following units:

Homicide | Joint Terrorism Task Force | Special Victims | Violent Offenders
Crime and Intelligence Analysis | Domestic Violence | Drug Enforcement
Asset Forfeiture | Street Crimes | Place-based Investigations of Violent
Offender Territories | Forensic Services | Property Room | Records | Police
Academy | Budget & Grant Administrator | Fiscal Management
Inspections & Audits | Public Information Specialist | Strategic Planning
Policy & Research | Motor Vehicle Coordinator | School Safety
Information Technology | Recruitment | Federal agency task forces to
include: FBI, DEA, ATF, US Marshals

- Incident commander in mass shooting incident. Coordinated local, regional, and federal assets. Provided multiple national and international media updates. Managed department and community needs in the aftermath.
- Participated in IACP Targeted Violence Rapid Response Team project to make recommendations for response and support.
- Initiated organizational restructuring to add accountability in inspections and audits as well as fiscal and other critical areas.

- Oversaw an average of \$750,000-\$1,000,000 in grants/year involving staffing, technology, equipment, gun violence strategies, opioid epidemic, traffic safety, and COVID.
- Ensured department worked towards and met city organizational goals.
- Participated in the mayor's police reform use of force working group and helped educate the participating community members as well as provide constructive recommendations.
- Experienced consistent reduction in targeted crimes.
- Collaboration with Dayton Public Schools to have a Dayton Police Officer teach criminal justice classes in an effort to educate and inspire high school students to transition to secondary education and then on to careers in law enforcement.
- Beginning a collaborative program with Dayton Public Schools to have a Dayton Police Officer teach the interactive ATF GREAT program with the goal of reducing violence and improving decision making, communication skills, anger management, and instilling a respect for others.
- Department's Equal Employment Opportunity Commission Officer.
- Multiple media and community presentations on officer involved shootings, critical incidents, public safety, and other department related issues.
- Coordinated and maintained department-wide succession plan to include job descriptions at every level, promotion processes with classified and unclassified personnel, and leadership training coordination to ensure we have a workforce that is prepared to fill future leadership roles within the department.
- Led department-wide command staff accountability meetings for strategic planning, projects, budget, and administrative functions.
- Chairperson of the firearms review board.
- Helped manage service during pandemic to provide safety and guidance to officers while maintaining expected level of service to community.
- Maintained direct communication with the Fraternal Order of Police.
- Regularly participated in the Neighborhood President's Quarterly Forum and provided updates and presentations with a track record of serving our neighborhoods.
- Presented departmental budget to City Commission.
- Oversaw body worn camera purchase, planning, training, and implementation.
- Acted as the Chief of Police during the Chief's absence.

Assistant Chief, Chief of Operations

8/2016 – 3/2019

- Oversaw all three patrol divisions to include property crimes investigations as well as the following specialized units:

Regional Bomb Squad | SWAT | HNT | Regional Crowd Control | K-9
Homeland Security | Traffic Services | Neighborhood Assistance Program
Special Events | Greater Dayton Premier Management Unit | Phoenix
Project Unit | Crisis Intervention Team

- Managed budget of approximately \$25 million and took responsibility for entire department budget process in 2018.
- Established committee of officers and supervisors to improve fleet purchases and upfitting in order to get the most effective and safest equipment possible.

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- Led department wide CompStat crime reduction and problem-solving command meetings and process to reduce crime, focus enforcement, and elicit community involvement.
- Oversaw mutual aid request, planning and preparation for our assistance with the Republican National Convention in Cleveland and Presidential Inauguration in Washington DC.
- Oversaw photo enforcement program implementation to reduce traffic crashes.
- Oversaw comprehensive critical review of all investigation processes to include audits, input from prosecutor's offices and detectives, case law, best practices, and electronic case management improvements. This resulted in a comprehensive standard operating procedure as well as training for all investigative personnel.
- Implemented critical incident and decision-making training for supervisors.
- Met regularly with leaders of the NAACP to continue to improve community/police relations and increase communication and accountability.
- Participated in the National Institute of Justice (NIJ) convened group of leading police practitioners, established researchers, and community partners to produce a document of best practices in addressing the opioid epidemic.
- Multiple community and media statements regarding public safety and critical incidents.

Major, Chief of Operations

2/2016 – 8/2016

Same responsibilities as above

Major, West Patrol Operations Division

5/2012 - 2/2016

- Responsible for command and administration of the West Dayton patrol division of approximately 100 personnel to include uniform patrol, property crime and robbery investigations, crime prevention, Greater Dayton Premier Management and Phoenix Project contracted officers.
- Carried out management responsibilities in accordance with the organization's policies and applicable laws, coordinated services with other divisions, City departments, and other organizations, and approximately \$11 million budget.
- Responsible for motivating personnel, performance, discipline, training, commending exceptional performance, addressing complaints, resolving problems, division-wide accountability, directing resources efficiently, liaison with community.
- Instituted patrol officer attendance/communication with over 40 neighborhood and business groups.
- Developed and implemented citywide stratified model of problem-oriented policing to include policy development and institutionalized processes in order to reduce crime, focus enforcement, and elicit community involvement.
- Oversaw development of the data-led alternate work schedule, which provided improved coverage at peak demand times and can improve officer morale, health, and wellbeing.
- Oversight of Department of Justice Project Safe Neighborhood grant, which was a collaboration with Montgomery County Juvenile Courts, Montgomery County Juvenile Prosecutors, and Juvenile Probation to reduce gun violence. The goal was to identify at-risk juveniles and provide early intervention and programs, which reduced crime and modified behavior.
- Implemented patrol watch commander quarterly inspection requirements and recommended inspections and audits for remainder of department.
- Initiated, planned, and implemented major patrol headquarters improvements.

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- Improved division processes to include written standard operating procedures for consistent customer service as well as internal accountability.
- Incident commander in VA active shooter response.
- Provided multiple presentations to media and community on current topics, public safety, and critical incidents.

Professional Standards Bureau Commander

1/2011 -5/2012

- Managed high profile and sensitive investigations to include officer involved shootings, in-custody deaths, and uses of force.
- Implemented weekly case review meetings for added accountability and customer service
- Researched, purchased, and implemented BlueTeam and IAPro electronic administrative reporting system, to advance from paper to electronic entries, increase efficiencies department-wide, and provide valuable data to use in evaluating service, accountability, as well as training needs.
- Researched, purchased, and implemented electronic early warning system department-wide, which provides information for supervisors to quickly identify patterns, training needs, counseling opportunities, as well as added accountability.
- Revised Professional Standards Bureau standard operating procedures manual.

Narcotics Bureau Commander

11/2008 – 1/2011

- Created Community Initiative to Reduce Gun Violence (CIRGV) Task Force.
 - Trained detectives to investigate Racketeer Influenced and Corrupt Organizations (RICO) cases
 - 40 gang members arrested on serious charges in first year
 - Firearms, drugs, and \$1 million in assets seized
- Co-created Advanced Narcotics Investigator School with the Montgomery County Sheriff's Office and the Greene County Agencies for Combined Enforcement Task Force
- Implemented formal training standards to increase officer safety and effectiveness.
- Initiated regional intelligence sharing meetings.
- Revised standard operating procedures manual.

Central Business District Commander

6/2003 – 11/2008

- Oversaw uniform, walking, mounted, bicycle, and motor patrols in addition to the traffic services unit, parking enforcement and the volunteer program.
- Decreased targeted crime by 40% through problem solving and downtown collaboration.
- Began Community Oriented Policing and problem-solving model: Scanning Analysis Response Assessment (SARA), formal business contact program, and security assessments
- Initiated major problem-solving project dealing with decades of disorder at Third/Main.
- Increased training and wrote standard operating procedures for specialized positions.

Narcotics Bureau Sergeant

2/2000-5/2003

- Responsible for supervision of uniform and plainclothes detectives operating citywide serving drug search warrants, performing buy/bust operations, providing dignitary protection, and patrolling high crime areas.
- Planned, prepared, and oversaw training for Narcotics Bureau personnel.

Operations Sergeant

1/1999 – 2/2000

- Supervised a squad of officers whose primary function was street patrol.
- Implemented proactive neighborhood problem solving actions.
- Received Department Citation for researching, developing, and implemented field training manual and policy.

Patrol Officer

9/1992-1/1999

- Assigned to night-shift street patrol, including high crime area bicycle patrol.
- Trained new police officers as a field training officer.
- Participated in neighborhood meetings presenting crime data and prevention information.
- Appointed to Special Weapons and Tactics (SWAT) team through competitive selection process. Served high risk search warrants and responded to critical incident callouts.

LAW ENFORCEMENT TRAINING & CERTIFICATIONS

- Certified Law Enforcement Executive CLEE
- Police Executive Leadership College PELC
- W.M.D. Tactical Commander
- W.M.D. Advanced Tactics
- S.W.A.T.
- NIMS Certified 100, 200, 300, 400, 700, 800
- Internal Investigations
- Force Science Institute Cert.
- Less Lethal Instructor
- D.E.A. Advanced Narcotics
- Field Training Officer

MILITARY

- Ohio Army National Guard 1987-1993

EDUCATION

- Bachelor of Arts in Criminal Justice, American Military University 2014
- Associate of Applied Science in Criminal Justice, Edison State 2011

PROFESSIONAL AFFILIATIONS

- International Association of Chiefs of Police
- National Tactical Officers Association
- Fraternal Order of Police
- Ohio Association of Chiefs of Police
- Montgomery County Association of Police Chiefs
- Police Executive Research Forum

INSTRUCTOR EXPERIENCE

National Tactical Officers Association (NTOA)

- Search Warrant Service
- Active Shooter

Dayton Police Academy

- Community Oriented Policing Enforcement
- Ethics
- Media
- Building Searches
- Crowd Control

COMMITTEES (previous and current)

- Ohio Association of Chiefs of Police Law Enforcement Foundation Executive Institute Committee member, which oversees the Police Executive Leadership College
- Community / Police Council
- Criminal Justice Council
- Quality Assurance Team
- Police Recruit Structured Interview Panels
- Policy Review Committee
- Disproportionate Minority Contact – with juvenile court judges
- Community Impact Panel – with Mediation
- Homeless Task Force
- Prostitution Intervention Collaborative
- Awards Committee recognizing exceptional performance from officers, professional staff, and citizens

AWARDS

- Exemplary Leadership Award, 2021
- Centerville Education Foundation 2020 Distinguished Alumnus
- Dayton & Montgomery County Black Elected Officials Leadership Award Honoree, 2020
- Four Department Citations and 29 Department Commendations, Achievement Certificates, and Letters of Appreciation