

David M. Smith

September 6, 2025

To Whom it May Concern:

I want to thank you for the opportunity to compete for the position of Chief of Police for the Fort Pierce Police Department. With over 24 years of law enforcement experience and a proven track record of leadership, community engagement, and strategic planning, I am excited about the opportunity to contribute to the safety and well-being of the citizens in Fort Pierce.

Over the course of my career, I have been extremely fortunate to serve in a variety of positions and ranks throughout the Prince William County Police Department, culminating in my current position as Commander of our eastern patrol district encompassing over 100 square miles and overseeing over 130 sworn and professional staff members. In this capacity, I have successfully led initiatives that have significantly enhanced public safety and improved community relations. For example, I implemented several innovative crime reduction strategies such as the creation of crime suppression initiatives and other hot spot policing strategies using a data informed, evidence-based approach that resulted in a significant decrease in crimes against persons and crimes against property within the district, while also fostering a stronger sense of trust between the department and the community. These initiatives involved collaboration with other county agencies, local organizations, schools, and community leaders to create a comprehensive approach to crime prevention that addresses underlying social issues and ensures every citizen is treated with dignity and respect.

By leveraging data-driven strategies, I have been able to assess and respond to emerging crime trends in the district effectively. My proactive approach has led to the development of targeted enforcement efforts that have addressed specific concerns within our neighborhoods, resulting in measurable improvements in public safety to include a 17% reduction in robberies, 28% reduction in burglaries, and a 10% reduction in motor vehicle thefts. I am committed to continuously evaluating our practices to ensure they meet the evolving needs of the community while maintaining accountability and transparency within the department.

Recognizing that the well-being of officers directly impacts their effectiveness and the community's safety, I have prioritized officer wellness throughout my career, ensuring they have access to a comprehensive wellness program that encompasses physical fitness initiatives, mental health resources, and confidential counseling services, encouraging them to seek support when needed without fear of stigma. Moreover, I believe that leadership plays a critical role in promoting officer wellness, and by fostering a culture of wellness we can empower officers to perform at their best while also enhancing their resilience in the face of the challenges inherent to the law enforcement profession.

In addition to my operational experience, I am also a U.S. Army veteran and hold a master's degree in executive leadership from Liberty University, a bachelor's degree in management from the University of Phoenix and am a graduate of the FBI National Academy Session 292. I have also completed several other leadership and management training programs. I am well versed in budgeting, resource allocation, and policy development, enabling me to effectively manage departmental resources while focusing on the department's mission to ensure a safe community for all residents.

I am eager to bring my expertise and vision to the Fort Pierce Police Department. I believe that with my strong leadership skills and commitment to community partnership, I can help move the department forward and enhance public safety in the community. I look forward to the opportunity to speak with you regarding my qualifications and further discuss my vision for the department.

Respectfully,

David M. Smith

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EXECUTIVE PROFILE

Dedicated and highly accomplished executive-level public safety leader and Army veteran, with exceptional communication skills and a proven track record in law enforcement administration, operations, and investigations. 24 years of law enforcement experience, including 16 years in progressively responsible leadership roles. Facilitated numerous organizational improvements and county-wide initiatives to cultivate high-performing teams, modernize operations, recruit and retain a diverse workforce, renovate facilities, improve services, and solve difficult problems to better serve the community. A transformational leader who combines an academic and direct approach with a personal commitment to building relationships between the police department, diverse communities, businesses, and faith-based leaders through trust, transparency, ethical decision-making, and accountability.

SKILL HIGHLIGHTS

Leadership and Management: Transformational leadership style focused on coalition building and removing barriers for improved service outcomes with an emphasis on service and integrity.

Communication: Excellent communication skills to engage multiple and diverse groups for interdepartmental coordination and enhancing inter-agency relations.

Technology: Modernize operations and improve overall efficiency utilizing digital forensics, data analytics, mobile technology, and law enforcement technology integration. Use information sharing technology to facilitate communication among law enforcement agencies, ensuring timely exchange of information during emergencies and routine operations.

Emergency Management: Emergency and crisis response management utilizing the Incident Command System within regulatory compliance and jurisdictional authority to respond to critical incidents and disasters.

Workforce Development: Extensive experience with effective workforce development to recruit hire and train a diverse workforce reflective of the community with a focus on accountability and professional growth.

Interdepartmental Coordination: Commitment to collaborative interdepartmental coordination and enhancing inter-agency relations.

Budget Management: Strong department budget development and management skills to meet community goals within resource constraints.

Public Relations: Commitment to continuing and enhancing a community policing model by prioritizing neighborhood-based service delivery and actively engaging with residents and local organizations to build trust, cooperation, and safety as part of criminal justice reform.

PROFESSIONAL EXPERIENCE

PRINCE WILLIAM COUNTY POLICE DEPARTMENT, VA

July 2003 to Present

The Prince William County Police Department is the primary law enforcement agency for the County of Prince William, located thirty miles south of Washington, D.C., and is the most diverse county in the Commonwealth, and the tenth most diverse county in the United States. The agency is comprised of 750 sworn officers and 250 professional staff serving approximately 500,000 community members. The Department is nationally accredited and provides 24/7 coverage to residents, business owners and visitors to the county. The Department is comprised of four divisions and thirteen bureaus, including patrol services, specialty units and investigative and support resources.

Commander- Eastern District Operations

October 2023 to Present

- Oversee day-to-day operations and monitor performance of patrol and investigative work of more than 130 sworn police officers and professional staff in a large, geographical district of the County covering 100 square miles. Use current knowledge regarding law enforcement and criminal justice to coordinate investigations and enforcement efforts and to ensure federal, state, county and local laws and ordinances are enforced. Administer discipline of personnel.
- Plan, prepare, and develop division priorities for a \$152M (FY25) operating budget. Administer, monitor, and control expenditures ensuring effective allocation of resources while maintaining fiscal accountability.
- Implemented a crime reduction strategy using a data informed, community-oriented approach that resulted in a significant decrease in crimes against persons and crimes against property within the district, to include a 17% reduction in robberies, 28% reduction in burglaries, and 10% reduction in auto theft.
- Confer with elected officials, the County Executive, the County Attorney, and the Commonwealth's Attorney to keep them informed on key issues and progress toward successful resolution.
- Engage with community leaders and collaborate with other county agencies to develop strategies to address homelessness, mental health, substance abuse, and crime and quality of life issues to enhance public safety and community relations. Promote transparency by participating in town hall meetings, church meetings, neighborhood watch meetings, community summits, and local police-community advisory board.
- Review and analyze all new law enforcement legislation from the Virginia General Assembly to direct policy changes and implement initiatives directed at police reform.
- Work directly with the Office of Community Safety as part of a coordinated community response team to identify and execute strategies to address violent crimes within the community beyond the initial police response.
- Recommend personnel actions involving promotions, reassignments, termination, and selection of employees. This includes administering discipline and handling grievances of department personnel.
- Prepare and submit periodic reports to the Chief of Police and other County agencies and prepare a variety of other reports using data analytics as appropriate.
- Ensure the investigation of crimes and violations occurring within the district to include obtaining evidence, compiling information regarding these crimes, and preparation for prosecution in court.
- Present digital forensic and data analytic information for crime reduction strategies and efforts in bi-weekly crime briefing.

- Oversee mutual aid agreements for police services with Quantico Marine Corps Base, the National Marine Corps Museum, The Rose Gaming Resort and several smaller law enforcement agencies located within the district to ensure continuity of operations.
- Review and evaluate work of immediate subordinates and its effect on other ranks. Conduct monthly and annual performance evaluations of employees.
- Administer discipline and handle grievance of department personnel in accordance with the collective bargaining agreement.
- Review response-to-resistance, vehicle crashes, and internal investigations.
- Mentor staff to prepare and accept promotion responsibilities and oversee the progress of newly appointed supervisors.

Commander -Personnel Bureau

June 2021 to October 2023

- Managed day-to-day operations and investigative work of detectives and professional staff related to the recruitment and hiring of sworn and professional staff vacancies; maintained an active recruitment program to attract qualified candidates from a diverse pool of applicants; coordinated all recruitment activities to include working with colleges, civic groups, minority groups, and other County agencies; and coordinated the Department's Comprehensive Physical Assessment Program.
- Worked extensively with the Police Executive Research Forum (PERF) to identify improvements to agency recruitment and hiring processes to help diversify the applicant pool. Served as a change agent transforming the hiring process by communicating openly with staff and leading them through the implementation of these improvements.
- Developed and successfully implemented a new web-based applicant tracking system allowing the Department to implement best practices in the hiring process, resulting in improved efficiency, and decreased processing time for process sworn and professional staff applicants.
- Used innovation, critical thinking, and creativity to overhaul the recruitment and hiring process through County Human Resources and the County Executive's Office resulting in recruit classes comprised of 70% diversity.
- Collaborated with County Human Resources and the County Executive's Office to identify and implement new competitive hiring incentives and recruiting strategies to attract lateral police officers, increasing experienced officers hired.
- Created, developed, and successfully implemented a new Department recruitment website, brand development, and a marketing campaign to broaden the agencies' recruiting footprint which led to an increase in sworn and professional staff applicants.
- Oversaw the department promotional process for all sworn ranks.
- Created and directed implementation of a career progression plan for promotion for police officers. Worked with County Human Resources for reclassification of positions to create career progression pathways for professional civilian staff.
- Ensured the Department's compliance with the Americans with Disabilities Act and coordinated the orientation program for newly hired sworn personnel.

- Reviewed and updated the position classification system in the Department, represented the Department in Worker's Compensation Claim discussions, served as the Department liaison with Risk Management and the County's Self Insurance Group, and coordinated the Department's Light-Duty Program.
- Managed the Department's Crisis Intervention Services including the Co-responder initiative embedding licensed clinicians with police officers to increase resources for persons in crisis, provide support to families, and attend to special populations. Coordinated Crisis Intervention Training for greater Prince William area. Worked with multiple County agencies on the planning and development of a regional Crisis Receiving Center.
- Created, facilitated, and implemented an English as a new language workforce development program to assist police recruits and police officers who are non-native English speakers in service of our diverse community.
- Collaborated with the Department of Criminal Justice Services through the Courageous Conversations initiative with our community, which resulted in an extraordinarily successful, annual, Community Fair to highlight the various community organizations within the County. This event is sponsored by the Police Department and planned in conjunction with community members.
- Collaborated to develop the 5, 10, and 20-year police department strategic plan.

Deputy Commander -Personnel Bureau

November 2019 to May 2021

- Managerial oversight of day-to-day operations and investigative work of detectives and professional staff related to the recruitment and hiring of sworn and professional staff vacancies.
- Responsible for coordinating polygraph activities, including monitoring and inspections.
- Administered the Department's Random Drug Screening Program.
- Ensured Bureau and Personnel records are maintained in a proper and legal manner consistent with the Library of Virginia Records Retention rules.
- Coordinated the process and procedures for resignation/retirement and military deployment of Department members. Implement process for reemployment of military members returning from deployment.

Watch Commander -Operations Division

August 2017 to October 2019

- Exercise managerial oversight and monitor performance of the entire operations of a midnight patrol squad, and at times, all working patrol squads across all patrol districts.
- Guide and direct subordinate supervisors and officers to ensure adequate preventative patrol is conducted. Study and evaluate traffic and crime conditions, keeping chain of command informed of all problems and matters of interest which come about during the watch.
- Utilized National Incident Management System and Incident Command System concepts and principles to command police operations at various critical incidents and natural disasters.
- Reviews a variety of reports prepared by subordinate officers and others.
- Served as the District Commander in their absence.
- Collaborated and implemented the plan to establish and operate a new patrol services district to serve a growing, diverse community and to build a 26,000 square foot facility.
- Responsible for appropriate staffing levels.

- Direct community policing efforts on the squad level.

Police Patrol First Sergeant

April 2016 to July 2017

- Responsible for the efficiency, discipline, appearance and conduct of members assigned to an evening patrol squad.
- Enforced departmental rules, regulations, policies, and procedures to ensure compliance.
- Respond to the scene of police incidents of major or unusual nature within the assigned district and provide the necessary control and direction of the police operation at the scene.
- Provided necessary aid and guidance to subordinates in the preparation of cases for prosecution and proper presentation of those cases in court.
- Directly supervised the continued training and improvement of probationary officers assigned to the squad.
- Responsible for the conduct and activity of sergeants under direct supervision in guiding and directing the police force and ensuring that adequate preventative patrol is accomplished.

School Resource Officer and Youth Services Supervisor

November 2012 to May 2016

- Responsible for the efficiency, discipline, appearance, and conduct of the School Resource Officers assigned to the Youth Services Bureau.
- Worked collaboratively with Risk Management from Prince William County Schools, the 33rd largest school system in the United States, to ensure the safety and security of over 100,000 students.
- Managed investigations conducted by School Resource Officers involving all serious offenses committed against/by juveniles in the schools and provided support services to juveniles and their families as appropriate.
- Designed and implemented programs intended to prevent and control delinquent and criminal behavior by youths, followed up on processing of youth arrests, coordinated and prepared court cases in which juvenile offenders were involved and diverted juvenile offenders out of the juvenile justice system when appropriate.
- Managed the Habitual Missing Juvenile coordinator and worked to coordinate information on habitual runaways and attempts to provide resources and alternatives to assist the juveniles and their families in ways to better address the issues.
- Responded to the scene of police incidents of major or unusual nature at any Prince William County School.

Basic Training Supervisor– Criminal Justice Academy

February 2012 to October 2012

- Responsible for the daily operations of the basic training programs and classes and supervision of all basic training instructors.
- Managed scenario-based training program and the use-of-force decision making model for police recruits to strengthen de-escalation techniques.
- Planned, directed, and evaluated basic police recruit activities to achieve maximum operational effectiveness.
- Administered the Department's Field Training Officer (FTO) program. Coordinated on-going training of FTO's and ensure all documentation is completed and submitted in compliance with Virginia Department of Criminal Justice standards.
- Enforced basic training rules and regulations and reviewed lesson plans.

Sergeant– Patrol Bicycle Unit

June 2011 to January 2012

- Responsible for the operation of the full-time and part-time Bicycle Unit, to include purchasing new equipment, analyzing deployment of resources, documenting activities, and training.

Police Patrol Sergeant

June 2009 to May 2011

- Responsible for the efficiency, discipline, appearance, and conduct of members assigned to an evening patrol squad.
- Enforced departmental rules, regulations, policies, and procedures to ensure compliance.
- Respond to the scene of police incidents of major or unusual nature within the assigned district and provide the necessary control and direction of the police operation at the scene.
- Provided necessary aid and guidance to subordinates in the preparation of cases for prosecution and proper presentation of those cases in court.
- Directly supervised the continued training and improvement of probationary officers assigned to the squad.

Crash Investigator

April 2007 to May 2009

- Investigated motor vehicle crashes that resulted in a fatality and serious bodily injury.
- Conducted motor carrier inspections of commercial motor vehicles.
- Interviewed victims and witnesses, preserved evidence, and testified in court.

Police Patrol Officer

July 2003 to April 2007

- Duties consisted of general law enforcement activities, street patrol, investigations, and preparing incident reports.
- Served as a Field Training Officer for new officers.

SPECIALTY UNITS

National Capital Region Incident Management Team

April 2017- April 2020

- The National Capital Region Incident Management Team (NCR-IMT) is an All-Hazards regional team whose members come from local, state, and federal organizations in the Washington, DC metropolitan area and work in various disciplines.
- Strengthened inter-agency relations with agencies in Virginia, Maryland, and the District of Columbia and coordinated regional responses to critical incidents in the National Capital Region, including natural disasters and public safety emergencies, executed operations plans for several multi-faceted large scale training events across the NCR.

Commander- Incident Management Team

April 2013- April 2020

- Extensive experience developing and overseeing the implementation of Operational Plans for large scale events such as numerous Presidential campaign rallies, 2011 Bradley Manning protest at Quantico MCB, 2015 World Police and Fire Games, 2015 Quicken Loans National PGA Golf Tournament, concerts at Jiffy Lube Live Amphitheater, and served as Incident Commander for multiple critical incidents.

- Use information sharing technology to facilitate communication among law enforcement agencies, ensuring timely exchange of information during emergencies and routine operations.

Civil Disturbance Unit (Squad Leader)

January 2007- July 2012

- Plan, manage and coordinate response to planned and unplanned large gatherings with the potential for disorderly or violent behavior.
- Ensured safety of participants and protect property from damage.
- Engaged with community leaders to reduce tensions and reduce misunderstandings.

WEBSTER CITY POLICE DEPARTMENT, IA

August 2001 to June 2003

The Webster City Police Department is the primary law enforcement agency for the City of Webster City.

Police Patrol Officer

- Duties consisted of general law enforcement activities, street patrol, investigations, and preparing incident reports.

BRIGHTPOINT COMMUNITY COLLEGE, VA

June 2023 to August 2024

Adjunct Professor

- Instructed courses in Administration of Justice, sharing practical law enforcement experience with students and preparing the next generation of public safety professionals.

UNITED STATES ARMY (82nd Airborne Division)

October 1997- August 2001

- Responsible for training and leading a squad of paratroopers, ensuring operational readiness and effective execution of airborne operations.

IOWA ARMY NATIONAL GUARD (194th LRSD)

August 2001- July 2003

- Responsible for training and leading a squad of reconnaissance paratroopers, ensuring operational readiness and effective execution of airborne operations.

EDUCATION

- **Graduate Certificate in Criminal Justice Education**, University of Virginia, 2024
- **Master of Arts in Executive Leadership**, *Graduate with Distinction*, Liberty University, 2019
- **Bachelor of Science in Management**, University of Phoenix, 2011

PROFESSIONAL DEVELOPMENT

Training:

- FBI National Academy Session 292 (2024)
- Professional Executive Leadership School (PELS), University of Richmond (2022)
- Reimagining Policing: Procedural Policing to Procedural Justice, University of Virginia (2021)
- Institute for Leadership in Changing Times (ILCT), Virginia Association of Chiefs of Police (2019)
- West Point Leadership Course, Prince William County, VA (2009)

Certification:

- Law Enforcement Officer, Virginia Department of Criminal Justice Services
- Virginia Association of Chiefs of Police Law Enforcement Executive Certification (2024)
- Certified Virginia Department of Emergency Management Incident Command Training Instructor
- Incident Command System Courses 100, 200, 300, 400, 700, 800, G191, and ICS train-the-trainer
- Sport Event Risk Management
- Special Events Contingency Planning for Public Safety Agencies
- SWAT School

Affiliation:

- FBI National Academy Associates (FBINAA)
- International Association of Chiefs of Police (IACP)
- Fraternal Order of Police (FOP)
- Virginia Association of Chiefs of Police (VACP)
- Police Executive Research Forum (PERF)

ACTIVITIES

- Guest presenter at the 2022 PERF (Police Executive Research Forum) Recruitment and Retention Conference
- Guest presenter at the VACP (Virginia Association of Chiefs of Police) 2022 Winter Conference
- Guest presenter for the Virginia Commonwealth University Criminal Justice Program | 2017-Present