



Figure 1 - Downtown Smithville

City of Smithville, Missouri

Board of Aldermen - Work Session Agenda


6:30 p.m. Tuesday, April 21, 2026

City Hall Council Chambers

Meetings are live streamed on the [City's YouTube](#) page and will be posted to the City's website and FaceBook following the meeting.

1. Call to Order
2. Staffing Update
3. Adjourn



	STAFF REPORT
Date:	April 21, 2026
Prepared By:	Gina Pate, Assistant City Administrator
Subject:	Staffing Update
Staff Report:	Administration Department

Overview

The City of Smithville is at a pivotal point in its growth. Over the past decade, the City's population has increased at an annual rate of approximately three percent, bringing the population to just under 11,000 residents. As population growth has continued and future development is anticipated, the number and complexity of projects managed by City staff has increased significantly.

The 2025 Citizen Survey recognized notable improvements in customer service since 2018, reflecting the dedication and effectiveness of City personnel. The FY2026 budget includes 67 full-time employees, including three newly created positions. Two of these positions, the IT/GIS Technician and the Parks and Facilities Manager, have been filled and are already contributing to improved internal processes and more proactive planning for technology and facility needs.

The City will experience three employee retirements in June, including two senior management positions. When vacancies occur, City Administration evaluates departmental structures and responsibilities to determine whether organizational adjustments are needed to better support operations. As part of this review process, the Police Department and the Public Works Department were evaluated. This report summarizes the findings of those reviews and presents potential organizational changes for discussion during the work session.

Police Department

The Police Department is responsible for police patrol services, investigations and animal control. The Police Department has a total of 22 full-time employees. The Police Captain currently supervises 9 direct reports which includes the oversight of a part-time employee who coordinates work at the dog pound.

During the summer of 2025, City Administration conducted stay interviews with Police Department staff. Feedback from those interviews highlighted a need for more consistency in supervision and stronger accountability within the department. A

consistent theme in the interviews was the workload of the Police Captain and chain of command concerns.

After Police Captain Tony Roetman announced his retirement, the City worked with McGrath Consulting to review the Police Department's command structure. The consultant interviewed Chief Lockridge, Captain Roetman and all sergeants and provided recommendations to improve management and oversight.

Included in those recommendations is creation of a second Captain position, which will rebalance the span of control in the department, provide more robust and available supervisory oversight, strengthen department accountability, and provide the structural foundation needed for long term operational stability.

The first Captain will be focused on operations and should be assigned supervision over the four Sergeants. The second position is recommended to be an Administrative Captain and have supervision over Detectives, SROs and Animal Control Officer, along with the administrative functions. This will result in the most effective supervision and a manageable span of control.

Based on this review, staff recommends adding a second Police Captain position. This change would divide the department into two divisions:

- Patrol Division
- Administrative Division

Creating two divisions would reduce the span of control of the Captain, improve supervision, and provide clearer leadership structure within the department.

Staff has developed funding scenarios for Board discussion and direction at the work session.

Public Works Department

The Public Works Department is responsible for streets, sidewalks, engineering, stormwater, solid waste, water treatment and production, water distribution, and wastewater treatment and collection. The department currently employs 25 full-time staff.

With the upcoming retirement of Public Works Director Chuck Soules, City Administration completed a review of the Public Works Department's organizational structure. The Public Works Director currently supervises seven direct reports. To improve workload management and prepare for continued growth, staff recommend formally establishing an Administration Division within the department.

Over the next five years, the City's Capital Improvement Plan includes more than 67.5 million dollars in planned expenditures, with the majority of these projects managed by

the Public Works Department. As these responsibilities have expanded, the duties of the Assistant to the Public Works Director have increased significantly.

In addition to the department's administrative responsibilities, the position manages the financial components of Capital Improvement Projects, coordinates project progress updates, oversees grant administration, manages easement acquisitions, and serves as the acting Public Works Director in the Director's absence. The position also develops and maintains departmental communications, supervises the Public Works Administrative Assistant, manages the solid waste contract and Household Hazardous Waste program, and participates in plan reviews for new developments.

Given the scope and complexity of these responsibilities, staff recommend reclassifying this position to Assistant Public Works Director at pay grade 60. Under this proposed structure, the Assistant Public Works Director would oversee two Engineering Technicians and the Public Works Administrative Assistant.

Next Steps and Considerations

If the Board is comfortable moving forward with these organizational changes, staff will prepare a formal resolution for consideration at the next meeting. The resolution will include updated job descriptions. Implementation of these changes will result in a budget impact and will require a budget amendment to account for associated costs implemented mid-year.

Recruitment for the Police Captain position is expected to begin in May 2026, with interviews anticipated in June / July. Because this position will be responsible for leading the new Administrative Division, including the Animal Control function, staff recommends pausing the recruitment of an Animal Control Officer until the new Police Captain is onboarded.

As the City continues recruiting for management-level positions, staff has identified that compensation levels for upper management roles are becoming less competitive. To address this concern, the City plans to advertise the Police Captain position above the minimum of the current pay range while remaining within the approved compensation plan.

During the FY2027 budget process, the Human Resources Department will conduct a comprehensive compensation review of surrounding cities to ensure the City of Smithville remains competitive and equitable.