



City of Herculaneum

Five Year Strategic Plan

Executive Summary

The Citywide Five Year Plan brings together the long-range plans of the Parks, Public Works, Police, and Fire Departments into a single, coordinated framework. The purpose of this plan is to provide city leadership and residents with a clear understanding of the City's priorities, anticipated needs, and challenges over the next five years, while maintaining transparency and accountability in long-term planning.

Across all four departments, several shared challenges are evident. These include aging infrastructure and equipment, staffing capacity constraints, increasing regulatory and safety requirements, and rising expectations for public services. While each department addresses these challenges differently based on its mission, the need for proactive planning, responsible investment, and risk reduction is consistent throughout the City.

The Parks Department plan focuses on safety, accessibility, asset preservation, and the thoughtful expansion of amenities to meet community demand. Priorities include maintaining existing facilities, addressing deferred maintenance, planning for future capital improvements, and balancing service growth with available staffing resources.

The Public Works Department plan emphasizes infrastructure reliability, regulatory compliance, and operational efficiency. Long-term priorities include equipment and infrastructure lifecycle planning, system maintenance, staffing capacity, and predictable investment to reduce emergency repairs and long-term costs.

The Police Department plan centers on public safety, staffing stability, training, and equipment readiness. The plan reflects the importance of maintaining service levels, adapting to evolving public safety needs, and supporting professional, well-trained personnel.

The Fire Department plan prioritizes emergency response readiness, personnel safety, training, and apparatus and facility needs. Long-range considerations include staffing models, equipment replacement cycles, and maintaining compliance with applicable standards to ensure reliable emergency services.

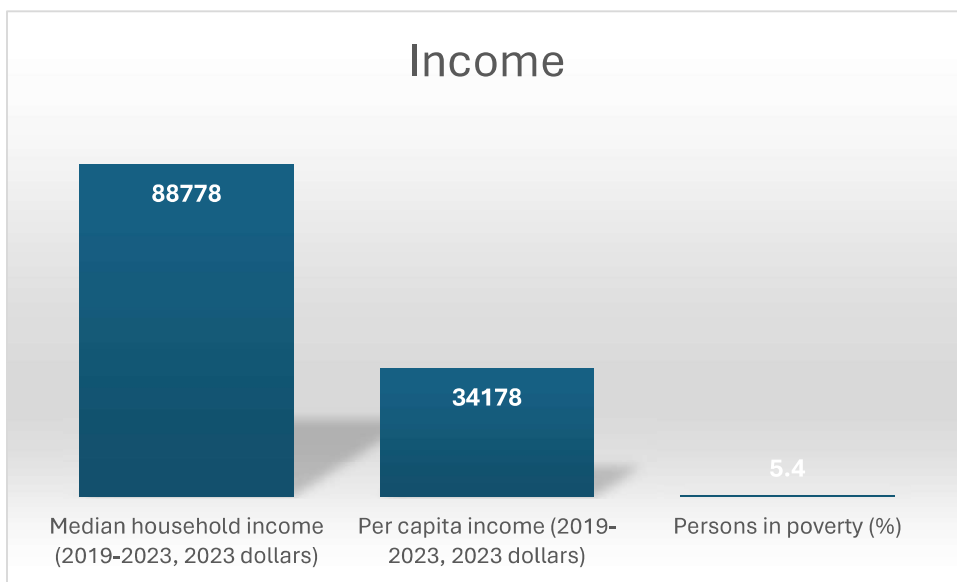
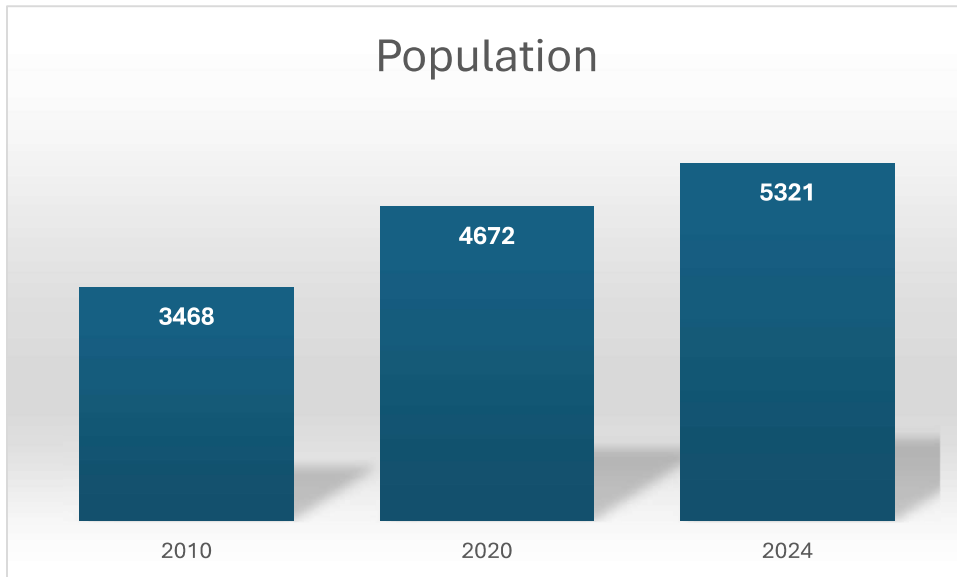
This consolidated plan allows both leadership and the public to view departmental priorities, staffing outlooks, capital needs, and risks in a consistent and understandable way. Differences between departments are intentional and reflect the specialized nature of each department's responsibilities.

The Citywide Five Year Plan is intended to serve as a living planning tool. It will be reviewed and updated as conditions change, resources evolve, and community needs shift, supporting informed decision making and ongoing public transparency.

Census

This information comes from the United States Census Bureau. Population counts for 2010 and 2020 are from the official U.S. Census. More recent figures and some demographic details are based on Census estimates and survey data, which are used nationwide to provide updated information between census years.

Estimated data represent the best available information at the time of publication and may be updated as new Census data are released. All data are included to provide general context and support long-term planning and public understanding.



Citywide Context

The City has experienced steady population growth in recent years, which has increased demand for public services, infrastructure, and facilities. This growth reflects a mix of families, working age residents, and older adults, each with different service needs that must be considered in long-term planning.

A significant portion of residents are under the age of 18, underscoring the importance of safe neighborhoods, parks, and community amenities. At the same time, an aging population highlights the need for reliable emergency services, accessible facilities, and well-maintained infrastructure.

Housing in the City is primarily owner occupied, and household incomes are relatively strong. These factors contribute to community stability but also raise expectations for service quality, maintenance, and responsiveness.

Like many communities, the City must plan for aging infrastructure, equipment replacement, and ongoing maintenance across all departments. Staffing capacity, regulatory requirements, and financial constraints further influence how services are delivered.

This Five Year Plan provides a framework to address these conditions by aligning departmental priorities, supporting informed decision making, and promoting transparency as the City plans for continued growth and change.

CITY OF HERCULANEUM

PUBLIC WORKS DEPARTMENT



**FIVE YEAR
STRATEGIC PLAN**

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A yellow skid steer loader is the central focus of the image, positioned on a dirt surface. The loader's bucket is raised, and it is surrounded by construction materials like logs and concrete. In the background, there are residential houses and a wooden fence, suggesting a suburban construction site. The overall scene is brightly lit, indicating a sunny day.

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PUBLIC WORKS

AGENCY STRUCTURE

Public Works Director
(Mark Johnson)

Street Supervisor
(Kurt Goldsmith)

Wastewater Supervisor
Chief Operator
(Lenny Kohler)

Water Supervisor
Chief Operator
(Seth Blum)

Park Supervisor
(Candace Siebert)

Public Works
Technician
(Mike Welch)

Wastewater
Technician
(Eric French)

Public Works
Technician
(Matt Casteel)

Wastewater
Technician
(Isaiah Hennessy)

Public Works
Technician
(Mike Howard)

Public Works
Technician
(Stevie Anderson)



DEPARTMENT OVERVIEW

The Herculaneum Public Works Department maintains the essential infrastructure that supports daily life in the community. The department oversees water distribution, wastewater operations, street maintenance, and support for municipal parks, ensuring that all systems remain safe, reliable, and compliant.

Public Works personnel bring technical expertise across water, sewer, and streets, with certifications aligned to Missouri Department of Natural Resources requirements and industry standards. Staff demonstrate strong proficiency in equipment operation, infrastructure repair, and utility maintenance, reflecting a consistent commitment to public safety and high quality service delivery.

The team manages routine system upkeep, emergency response, right of way maintenance, and seasonal operations, while collaborating with other city departments and regulatory partners. Through daily field work and long term stewardship of municipal assets, the Public Works Department provides dependable, responsive service to the residents of Herculaneum year round.

STREET DEPT OBJECTIVES

YEAR 1

Begin process to improve McNutt School Rd due to traffic demands and deterioration of roadway and to improve pedestrian safety.

Replace zero turn mower that has reached the end of its effective service life to ensure dependable mowing operations.

As westward development accelerates, the city should construct a salt storage facility west of I-55 to ensure Public Works can reliably sustain current snow operations while minimizing response time and logistical inefficiencies.

Acquire a skid steer milling attachment to support routine street maintenance.

YEAR 2

Initiate improvements to McNutt Road to address increasing traffic, pavement deterioration, and safety concerns.

Replace the aging Ameren UE donated bucket truck that has become increasingly costly to operate.

Replace the roof and siding on the 1979 Public Works building to address aging conditions, with the roof identified as the primary priority if phased funding is required.

Replace the existing woodchipper with a newer model that improves safety and operational reliability.

As development expands on the west side of the city, additional staffing will be necessary to maintain current service levels.

Replace the existing three-point finish mower as it has reached the end of its effective service life.

YEAR 3

Replace the 2009 one ton dump truck used for salt operations.

Replace Industrial Drive to address the age and deteriorated condition of the roadway.

Cycle the existing mini excavator on a planned timeline to capture resale value while upgrading capability and reducing future risk.

Replace the half ton pickup to preserve resale value while ensuring dependable capability for mosquito control and extended parts retrieval.

YEAR 4

Replace the 2004 single axle dump truck that has served exclusively as a salt truck and is nearing the end of its practical service life.

Replace the 2009 utility truck as part of a proactive fleet replacement cycle to avoid unplanned failures and service disruptions.

Add an additional Public Works employee contingent upon sustained workload growth associated with Providence, Stonewater, and Kensington developments.

YEAR 5

Replace outdated doors at the old Public Works building due to age and condition.

Upgrade Lower Scenic Drive to meet evolving transportation needs and modern pedestrian safety expectations.

Replace the 2008 single axle dump truck that has experienced accelerated corrosion from snow removal operations.

Replace the skid steer brush hog contingent upon condition and remaining service life.

Replace the tow behind air compressor contingent upon condition and remaining service life.

WASTEWATER DEPT OBJECTIVES

YEAR 1

Upgrade the UV system to maintain DNR compliance, as the original plant equipment is obsolete and replacement parts are no longer available.

Upgrade the SCADA system at the lift stations and plant to replace the fragmented, unreliable system and ensure timely, user friendly operator notifications.

Complete the Stonewater lift station upgrade as identified in the engineer's study supporting the tax extension.

Line manholes and sewer mains to reduce inflow and infiltration and improve overall system efficiency.

Replace aging pumps and gearboxes as part of ongoing sewer system maintenance.

Replace the half ton pickup proactively to avoid reliability issues and unplanned downtime.

YEAR 2

Rebuild the Providence No. 2 lift station in accordance with the engineer's study recommendations.

Upgrade the outgoing discharge line and lift station to accommodate future growth and anticipated DNR regulatory changes.

Rebuild the Senn Thomas Lift Station in accordance with the engineer's study recommendations.

Reconstruct the asphalt driveway to address pavement deterioration, improve drainage, and enhance the overall appearance of the plant.

Line sewer mains and manholes as part of ongoing annual maintenance.

Replace aging pumps and gearboxes as part of ongoing annual plant maintenance.

YEAR 3

Refurbish the original plant digesters, constructed in the 1970s, to address deterioration and deferred upgrades.

Rework the plant headworks in accordance with the engineering study recommendations.

Complete Buchheit pump station upgrades in accordance with the engineering study recommendations.

Line sewer mains and manholes as part of ongoing plant maintenance.

Replace aging pumps and gearboxes as part of ongoing plant maintenance.

YEAR 4

Complete WWTP headworks improvements per engineer recommendation.

Providence No. 1 lift station upgrades per engineer recommendation.

61–67 Plaza lift station upgrades per engineer recommendation.

Line sewer mains and manholes as part of ongoing plant maintenance.

Replace aging pumps and gearboxes.

YEAR 5

Brown Street lift station upgrades per engineer recommendation.

Replace the Lee Street lift station per engineer recommendation.

McCain's lift station upgrades per engineer recommendation.

Miller lift station upgrades per engineer recommendation.

Line sewer mains and manholes as part of ongoing plant maintenance.

Replace aging pumps and gearboxes.

WATER DEPT OBJECTIVES

YEAR 1

Purchase a vac trailer to improve safety and efficiency when exposing water leaks and cleaning valve boxes.

Replace the backhoe due to age and deteriorated condition.

Implement GPS mapping of water infrastructure to support emergency response and provide accurate, up to date information for development coordination.

YEAR 2

Replace the Joachim Avenue water main to remove the existing cast iron line running through residential properties and improve water quality.

Add a Water Department employee to meet increased DNR requirements, support preventive maintenance, and provide coverage during staff absences.

YEAR 3

Replace the Setz Crane Street water main by upgrading the existing four inch cast iron line to improve fire protection and water quality.

Replace the Reservoir St. water main by upgrading the existing four inch cast iron line to improve fire protection and water quality.

YEAR 4

Replace the McNutt Street water main due to its placement in fill and excessive depth, which creates significant risk, high repair costs, and limited ability to locate or access the line in the event of failure.

Upgrade the SCADA computer to provide reliable remote access and control for off site operations at the water plant.

Replace the Autumn Ridge Scenic water main due to its placement in fill, excessive depth, and lack of accurate locating, and loop the line to improve water quality and emergency service availability.

YEAR 5

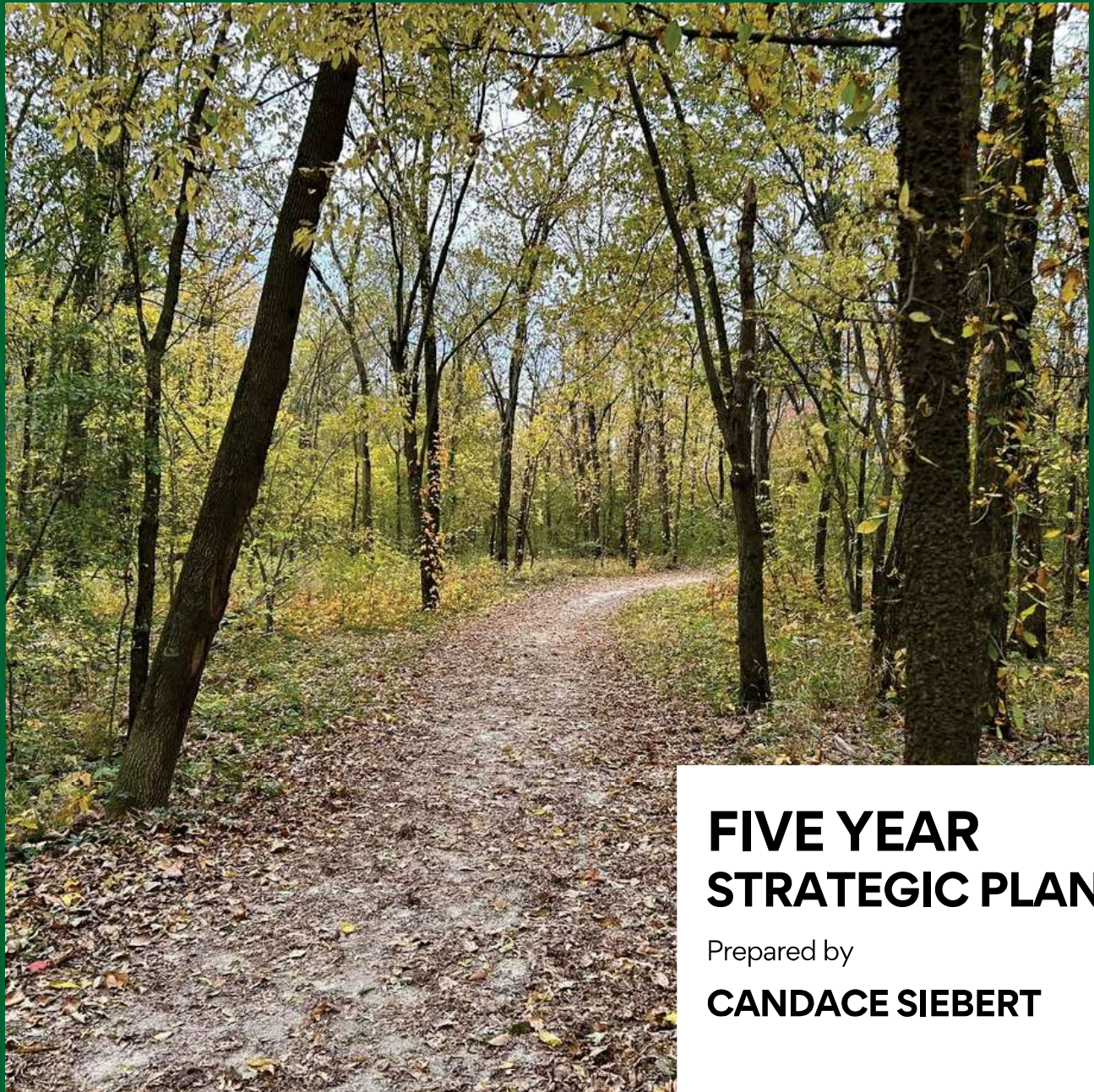
Replace the 2020 F-250 due to high mileage.

Replace the South Main Street waterline to the sewer plant by upgrading the existing four inch cast iron main.

Upgrade the Lake Drive two inch water line to improve fire protection.

CITY OF HERCULANEUM

PARKS DEPARTMENT



FIVE YEAR STRATEGIC PLAN

Prepared by

CANDACE SIEBERT

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LETTER FROM THE PARK SUPERINTENDENT



**CANDACE
SIEBERT**

Park Superintendent

As the Park Superintendent for the City of Herculaneum, I am honored to present our Five Year Strategic Plan. This document represents more than just a roadmap. It is a reflection of our community's values, our shared vision for the future, and our commitment to providing high-quality park spaces for all residents.

Over the past several years, our parks have become essential gathering places that promote wellness, connection, and play. We are proud of the progress we've made with limited resources, maintaining safe and accessible facilities, managing vibrant native landscapes, and hosting family-friendly events like Arbor Day and Evening with Santa. These accomplishments are the result of dedication, collaboration, and the strong spirit of Herculaneum.

This Strategic Plan outlines the next chapter of our journey. From new shade structures and early childhood play areas to expanded native plantings, our goals are ambitious yet achievable. Each initiative is rooted in enhancing safety, sustainability, and accessibility while fostering a sense of pride in our parks.

As we look ahead, I am excited to grow our team, strengthen partnerships, and pursue grant opportunities that will support our vision. I extend my heartfelt thanks to the Mayor, Board of Alderman, local businesses, and our community members for their continued support. Together, we will ensure our parks remain welcoming, beautiful, and inspiring for generations to come.

With gratitude,
Candace Siebert
Park Superintendent



GUIDING PRINCIPLES

VISION

We envision a community where every resident feels safe, connected, and inspired by the outdoors. Through exceptional park maintenance, environmental stewardship, and a commitment to safety and accessibility, we strive to create vibrant public spaces that promote health, recreation, and a shared appreciation for nature. Our parks will continue to be places where families gather, children play freely, and residents of all ages can enjoy a welcoming and well-cared-for environment for generations to come.

MISSION

The Herculaneum Park Department provides safe, welcoming, and well-maintained parks that enhance the quality of life for residents of all ages. We are committed to preserving our community's heritage, promoting environmental stewardship through native plantings and invasive species management, and offering accessible spaces for play, recreation, and connection to nature.

CORE VALUES

Safety First

We prioritize the well-being of every visitor by maintaining high safety standards, ensuring accessible facilities, and implementing proactive risk management practices.

Community Connection

Our parks serve as gathering spaces that bring people together, fostering a sense of belonging and shared experiences.

Environmental Stewardship

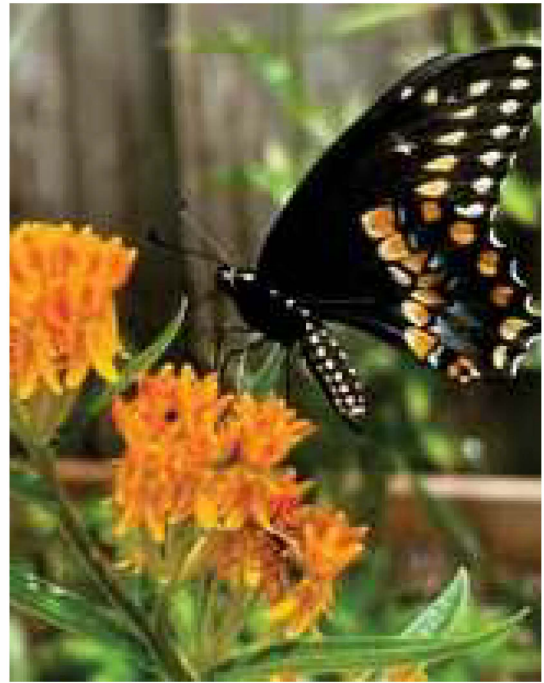
We protect and enhance natural spaces by promoting native plantings, removing invasive species, and encouraging sustainability in all park operations.

Accessibility & Inclusion

We are committed to creating spaces that welcome individuals of all abilities, ages, and backgrounds, ensuring everyone can enjoy the benefits of nature and recreation.

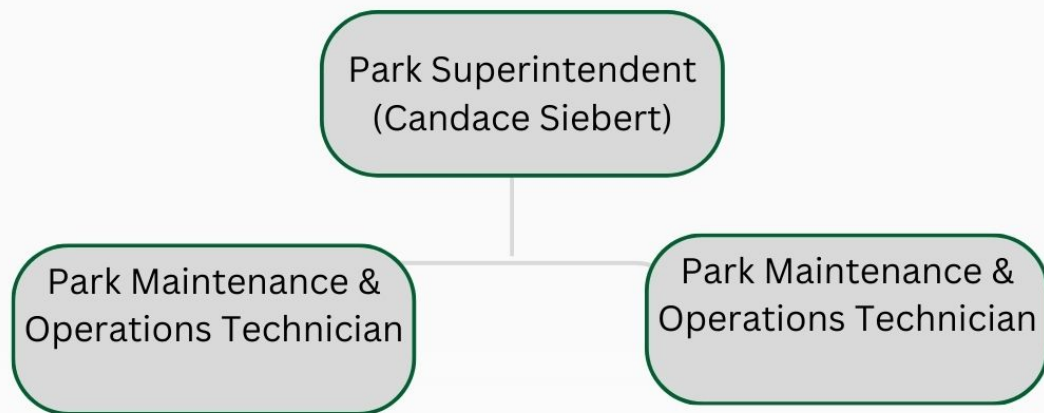
Excellence in Maintenance & Care

We take pride in maintaining clean, well-kept, and functional parks so that every visitor experiences a high-quality, enjoyable environment.



PARKS DEPARTMENT

**PROPOSED (FUTURE)
ORGANIZATIONAL MODEL**



Organizational Development Note

As of 2026, the Herculaneum Parks Department is a subset of the Public Works Department, and operates with a single full-time employee, the Park Superintendent. This strategic plan proposes a staffing expansion to include a Director of Parks and two part-time or seasonal Maintenance & Operations Technician positions.

These additional roles are intended to enhance operational capacity and ensure consistent service during evenings and weekends. Technicians will assist with core responsibilities such as restroom sanitation, litter control, and general park upkeep. They will also support time-sensitive duties including pavilion turnover between reservations and real-time oversight of the splash pad, with responsibilities encompassing water quality monitoring, mechanical system checks, and visitor safety during high-use periods.



DEPARTMENT OVERVIEW

The Herculaneum Parks Department is dedicated to enhancing the health, wellness, and environmental quality of our community through the maintenance and development of safe, inclusive, and accessible park spaces. Park operations are led by the Park Superintendent, with collaborative support provided as needed to meet seasonal and operational demands.

The department maintains high professional standards, with key certifications held in-house by the Park Superintendent. These include Certified Playground Safety Inspector (CPSI), Playground Maintenance Technician, Aquatic Facility Operator (AFO), and NRPA Splash Pad Operations Certification. Additional qualifications include Advanced Master Gardener status, CPR certification, and Wilderness First Aid training. These credentials reflect a deep commitment to safe, sustainable, and informed park management practices.

The Parks Department also hosts popular community events such as the Arbor Day Celebration and Evening with Santa, in collaboration with other city boards, volunteers, and municipal employees, and actively leads environmental stewardship initiatives including native planting projects and invasive species management. Routine litter removal, restroom care, and facility maintenance are prioritized to ensure that parks remain clean, welcoming, and ready for public use year-round.

SCOPE OF SERVICES

PLAYGROUND SAFETY INSPECTIONS & MAINTENANCE

Routine and monthly CPSI-led inspections to maintain ASTM and CPSC compliance.

FACILITY & GROUNDS MAINTENANCE

Daily upkeep of facilities, trails, plantings, and play areas to ensure safety and cleanliness.

ENVIRONMENTAL STEWARDSHIP

Oversight of native plantings, invasive removal, and sustainable practices, with additional service on the Tree Board supporting Tree City USA initiatives.

SPLASH PAD OPERATIONS

Certified oversight of seasonal water features, including water chemistry testing, mechanical system checks, and public safety compliance.

COMMUNITY EVENT COORDINATION

Co hosting community events including Arbor Day, Evening with Santa, cleanups, camps, and other programs in partnership with city boards, volunteers, and staff.

PUBLIC ENGAGEMENT & VOLUNTEER SUPPORT

Facilitation of outreach, volunteer programs, and engagement efforts that strengthen community participation.

PARK PLANNING & CAPITAL IMPROVEMENTS

Long term planning for park expansion, accessibility improvements, and infrastructure upgrades..

PARKS DEPT OBJECTIVES

YEAR 1

Paint Garage and Pavilion

Refresh and protect the structures' exterior to preserve building longevity and improve public-facing presentation.

Hire Part-Time Park Staff

Introduce seasonal or part-time Maintenance & Operations Technicians to assist with pavilion checks, splash pad oversight, routine maintenance, and weekend service support.

Expand Native Plantings Across Park Properties

Enhance park aesthetics, increase biodiversity, reduce mowing demands, and promote sustainable landscaping practices.

Perform Maintenance on Exterior Restroom Doors

Remove rust and repaint exterior restroom doors to extend service life (cost TBD).

Invasive Removal

Cost \$3500 (after grant)

Remove invasive vegetation to restore the Mississippi River overlook and replant with native species to discourage regrowth and support soil stabilization. Pursue a Missouri Department of Conservation Cost Share Grant, which would fund fifty percent of the project cost.

YEAR 2

Construct Stand-Alone Early Childhood Play Area

Estimated Cost: \$185,100.34

Build a dedicated and age-appropriate play area adjacent to Kade's Playground to support developmental needs and increase safety for younger children.

Water Table Replacement

Estimated cost \$13,000 + shipping and installation

Remove the deteriorating water table and install a safe, compatible replacement feature. Estimated cost is approximately \$13,000 plus shipping.

Install Shade Structure

Estimated Cost: \$16,000

Install a permanent shade structure near the splash pad to provide UV protection and shaded seating for park visitors.

YEAR 3

Replace Playground Safety Surfacing at Kade's Playground

Estimated Cost: \$278,000

Replace worn and deteriorating poured-in-place surfacing. The existing surfacing is 10 years old and located in a high-traffic playground. Replacement is essential to maintain accessibility and reduce the risk of injury. Field surface impact testing is recommended after installation. A Missouri DNR grant is available to help offset the cost of this project.

Pave Gravel Drive and Parking Near Dog Park

Pave the current gravel surface to reduce washouts, decrease dust, and improve accessibility for individuals with disabilities.

YEAR 4

Expand and Reconstruct Asphalt Parking Lot

Redesign and expand the existing asphalt lot, reduced during pavilion construction, to increase capacity and meet ADA standards for accessible parking and routes.

Install Sutu Wall (Interactive Soccer Wall)

Estimated Cost: \$250,020

Provide a high-tech, interactive play option near the playground to promote physical activity and appeal to older youth.

YEAR 5

Evaluate and Address Three Aging Park Structures

Assess three aging buildings for repair or demolition. Two structures may require electrical remediation prior to demolition.



CITY OF HERCULANEUM FIRE DEPARTMENT



2026 - 2031

STRATEGIC PLAN



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Letter from the Chief

I would like to thank the Members of the Council, the Mayor, the City Manager and the Citizens of Herculaneum for the opportunity to lead the Fire Department. As your Fire Chief, I am proud to represent the team of men and women who have chosen one of the most selfless service professions in the world. As we begin this next chapter together, I am excited to assist in the growth of the Department. We will accomplish this through professionalism in our training, community outreach, and incident response.

I am pleased to present the Herculaneum Fire Department Strategic Plan for the next 5 years. This comprehensive document outlines our vision for the future, identifying key priorities and strategies to ensure we continue to provide the highest level of fire protection and emergency medical services to our community.

The Herculaneum Fire Department has a deep tradition of service to the community. This plan is our pledge to continue to provide high quality services for all our residents and guests. It will also guide our management decisions, organizational structure, and efficient use of city resources.

Our Vision: To be a proactive, highly trained, and community-focused fire department, dedicated to preventing fires, protecting lives, and minimizing property damage through exceptional emergency response and robust prevention initiatives.

The members of the Herculaneum Department were an essential part of this process. They came with open minds, recognizing that their conversations and ideas would help chart the course for our future. This dynamic group was made up of service professionals with a diverse group of ethnicities, generations, backgrounds and years of service. They did more than develop a strategic plan – they created a new normal for this organization.

It is the goal of the Herculaneum Department to constantly seek input from both our external and internal partners to ensure a high level of effectiveness and efficiency in the delivery of emergency services. While this plan will provide a road map of where we want to take this organization in the next five years, we recognize that as our city and workforce evolve, we will have to make progressive modifications to stay competitive in the constantly changing fire and emergency medical service industry.

This strategic plan offers an inspiring glimpse into the potential successes of our department. We must always remember the foundation of our existence is the people in the communities we serve. Let us never forget the service portion of being a part of the fire and emergency medical service. It is this important lifesaving work we do for others that will ultimately be the legacy we leave with our city.



Kevin Baker

Kevin Baker

Fire Chief



History of the Organization

The Herculaneum Fire Department [HFD] is a multi-faceted emergency response agency that provides for the emergency and safety needs of our residents and visitors. Our service is customer-based, and we are continually evaluating and redefining our services as the needs of our city change.

1947 - On Christmas Day 1947, the Herculaneum High School erupted in flames and was considered a total loss. The lack of an organized fire service was the major contributing factor. Citizens organizations began to consider an organized fire department

1951 - April 1951, a group of individuals from the local Veterans of Foreign Wars Post 5168 took the initial steps to organize a fire department. Lynn Johnston was elected as the first Fire Chief & A 1931 General Monarch pumper, previously owned by the City of Kirkwood, Missouri, was purchased as the first fire apparatus for the city.

1951 – August 3, 1951, The Herculaneum Fire Department responded to their first alarm at 3:00 PM, the department was summoned to a “first alarm” garage fire at 818 Curved Street.

1957 – In 1957, the department purchased the first “new” fire truck from Central Fire Truck Company of St. Louis. The new pumper was built on a 1957 Ford chassis with the fire truck body built by Central Fire Truck. Total purchase price for the fire truck was \$12,000.

1971 – On Sunday March 14, 1971, the department officially opened the fire station at 848 Broad Street in Herculaneum, the first new “civic” building in the town of Herculaneum. The total cost of the building and construction was \$15,000, with half the cost being donated by the St. Joe Lead Company.

1972 – In 1972, a group of citizens that included several members of the fire department were finally successful in the reincorporating of the town of Herculaneum into a fourth-class Missouri city. With the incorporation complete it was necessary for the city to provide fire protection for its citizens. The first Board of Trustees and the fire department hammered out an agreement by which the city and fire department would enter into a contract for fire services. In the initial contract, the city agreed to pay the fire department a sum of \$6,500 for the fire protection services.

1981 – After serving 25 consecutive years as fire chief, Tom Robart announced his retirement from the leadership position effective December 31, 1981. The department appointed Assistant Chief Bill Haggard as Fire Chief.

1988 – In 1988, the department purchased a fire truck from Battalion Three of St. Louis. The new pumper was built on a 1988 Ford C-8000 chassis with the fire truck body built by American Eagle Fire Apparatus. The total purchase price for the fire truck was \$120,000 with one third being paid by St. Joe Lead Company.

1991 – On December 18, 1991, emergency 911 services began for the cities of Herculaneum and Pevely.

History of the Organization

2007 – On October 1, 2007, the Herculaneum Fire Department hired first full-time firefighter Kevin Baker for salary of \$35,000

2007 – During the summer of 2007, the Doe Run Company announced plans to relocate the fire department engine house as part of their Site Implementation Plan. The agreement was made between the company and the Missouri Department of Natural Resources and the Environmental Protection Agency.

2008 – On Wednesday, August 13, 2008, the fire department held a ceremonial closing of the engine house at 848 Broad Street. After 37 years at 848 the equipment was moved to a larger and centralized fire station at 151 Riverview Plaza Drive. The new station was built and paid for by the Doe Run company as part of the SIP Plan. The new facility has five apparatus bays, office space, bunk rooms and a state-of-the-art training room.

2009 – In 2009, the fire department purchased a 2009 brush truck built on a Ford F-500 chassis with a rescue style body and installed by Rosenbauer out of Lyon, South Dakota for the cost of \$145,000

2012 – In 2012, the fire department's front-line pumper had a critical failure and was deemed unrepairable. The department purchased a new pumper in 2012 built on a Rosenbauer Commander Chassis and rescue style body built by Rosenbauer out of Wyoming, Minnesota for the cost of \$602,000

2015 – City of Herculaneum dropped from a Class 5 ISO rating to a Class 4. Improvements in the fire department and city water system were the main factors. These improvements dropped insurance ratings for residential and commercial businesses.

2019 – August 2019, Citizens were asked to support a public safety tax to hire firefighters, police officers and to enhance public safety operations within the city.

2020 – January 1, 2020, the Herculaneum Fire Department officially merged with the City of Herculaneum. Even though the department had run as part of the city for many years the merger streamlined operations and brought all public safety underneath the city government.

2020 – In 2020, the city hired 3 firefighters. This allowed for 24x7 coverage with one firefighter on shift for the first time in the history of the city.

2024 – In 2024, the department purchased a new pumper in 2024 built on a Rosenbauer Commander Chassis and rescue style body built by Rosenbauer out of Wyoming, Minnesota for the cost of \$896,000

2025 – In 2025, the department opened a boat house on the Mississippi River. The building is a metal building 46' long by 24' wide & 15' tall. The barge is 50' long by 36' wide with a 12' slip in the center for our 24' Safe Boat. Total project cost of \$600,000 with \$450,000 being awarded by a FEMA Port Security Grant. An additional \$150,000 was awarded by the Jefferson County Port Authority for a \$0 cost to the city.

Foundation for the Future

Mission – What we do >> Timeless

To protect and preserve our community through prompt professional delivery of services, teamwork and partnerships.

Vision – Where we're going >> 5 -10 years

To be one of the most respected and credible fire and emergency service providers. We will achieve this with a forward-thinking staff, desire and ability to develop our teams which would include work culture and dedication to our community.

Purpose – Why we do what we do

To protect our community by providing emergency medical services, firefighting, property preservation, fire prevention and public education.

Values – What defines us

Values are the foundation with which you build your character and reputation. For the Herculaneum Fire Department, values are the compass that governs the culture of our organization. Our culture is based on the principles of integrity, responsibility and accountability. We **C.A.R.E.** for our community by demonstrating compassion, respect, and understanding to all with whom we interact. We empower our providers to strive for personal excellence by being responsible for their actions, practicing the highest degree of ethical behavior, and using their best judgment when making decisions.

Compassion We value a compassionate environment in which the needs of our community and providers are a priority. This environment is fostered by a professional and enthusiastic workforce that diligently adheres to a sound code of moral and ethical conduct.

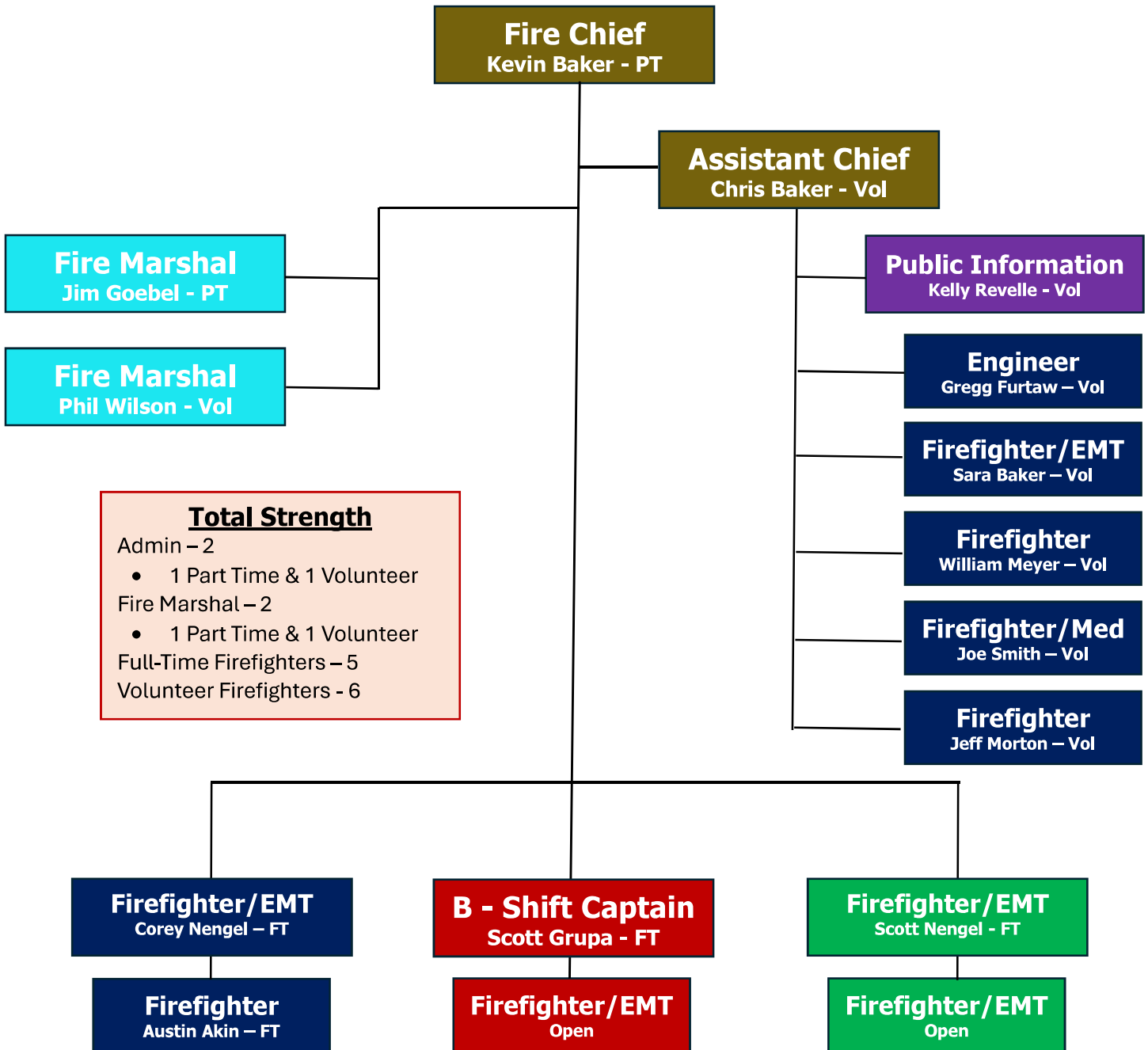
Accountability We value accountability by holding ourselves and each other responsible for both performance and ownership of resources bestowed upon us by the community. Our demonstration of talented, purposeful, reliable, and professional behaviors earns the trust of our community and promotes personal integrity and empowerment.

Respect We value respect and acknowledge the worth of others while consistently exhibiting professionalism and compassion for those in need. We respect each other and the dedication, talent, and commitment each provider brings to the job every day. We hold ourselves to ambitious standards and strive to be industry leaders in every aspect.

Empathy We value an empathetic workforce that seeks to support, understand, and meet the needs of our community and each other. Services will always be delivered free of bias, as we recognize and appreciate the diversity within our community and workforce.



Agency Structure





Scope of Services

Herculaneum is a full-service, high-performance, emergency-service agency operating under nine programs.

Program	Details
Fire Suppression	Protecting the community from the devastation of uncontrolled fire. Firefighters are well-trained and well-equipped to search for and remove victims, strategically attack, and rapidly control fires to hold these events to the areas of origin and minimize loss of life and property.
Firefighter Education, Certification & Leadership Development	Professional training center focusing on continued education in Fire, EMS and Rescue with emphasis on maintaining the highest quality emergency services. All operations personnel are certified firefighters and either state Emergency Medical Technicians or Paramedics. A commitment to ongoing leadership growth and development programs.
Rescue: Basic & Technical	Perform rescues of victims from what are considered complex or unique "technical" situations such as rescue in complex motor vehicle accidents, building confined space, structural collapse, high angle, industrial accidents, etc.
Community Involvement & Communication	Empower our community with the tools and knowledge to prevent and respond when faced with fires or EMS related emergencies. Participation in community and city-sponsored events and charity programs. Outreach through social media channels: Facebook, Instagram, and YouTube. We continuously gather feedback provided through mailed surveys and social media responses.
Domestic Threat Planning, Communication & Response	Emergency Operations Center and Activation: Prepare and respond to situations of natural disasters. Inform the community of emergency situations using various methods of communication. Examples: terrorism, active shooters and tornados.
Fire Prevention, Investigation, Inspection & Plan Reviews	Reduce the frequency, probability and severity of fire resulting in loss of life and property. Conduct frequent quality inspections in all commercial buildings, review construction blueprints for code compliance and fire investigations.
Hazardous Materials Mitigation	Prevent and resolve hazardous materials from escaping and/or causing larger issues to residents & businesses. Examples: spills and leaks involving chemicals, gases, and other corrosive materials.
Public Fire/EMS Safety	The Fire & Life Safety Program conducts public education and community outreach. Examples: CPR Courses, disaster preparedness classes, apparatus displays, fire prevention training, smoke detector installation, and fall prevention.
Emergency Medical Services	Provide out-of-hospital acute care to patients with illnesses and injuries which the patient believes constitutes a medical emergency. Personnel are trained in the rescue, stabilization of traumatic or medical emergencies.

Top 10 Projects Identified

Upon reviewing data, conducting multiple fact-finding activities, and analyzing focus groups, we named the following top 10 projects for this Strategic Plan.

PROJECT 1	Increase Staffing:
	What: Hire 1 Firefighter to bring minimum staff to 2 Firefighters 24x7x365 days a year.
	Why: Safety of firefighters, citizens, and our businesses. One firefighter cannot adequately perform CPR & deploy AED, conduct a vehicle rescue or suppress a fire.
	Timeline: July – December 2026
	Accountable Leader: Chief Kevin Baker
	Potential Roadblocks: Budget constraints
	Expected Costs: \$75,000
PROJECT 2	Station Alerting System & Pagers:
	What: Replace 19-Year-Old Station Alerting System & Pagers
	Why: Multiple failures during 2025. New Pre-Alert system will improve response times and resolve reliability issues. Current pagers are 23 years old and failing. Cannot hear dispatch or calls for volunteers
	Timeline: Completion by December 2026
	Accountable Leader: Chief Kevin Baker
	Potential Roadblocks: Single source approved by Jeffco 911 & costs
	Expected Costs: \$75,000
PROJECT 3	Community Training Opportunities:
	What: CPR courses, disaster preparedness or CERT for citizens and businesses.
	Why: CPR is a critical early intervention in cardiac arrests and improves patient outcomes. Disaster preparedness is critical for families and business's to be ready in the event of a natural or man-made disaster.
	Timeline: CPR course offerings starting April 2026 & disaster preparedness September 2026
	Accountable Leader: Chief Kevin Baker, Firefighter Scott Nengel
	Potential Roadblocks - None
	Expected Costs: \$1,200

PROJECT	4	Community Engagement:
		What: Continue engaging in all city events. Work with HPD to offer home Knox Box Program to “Are You Ok” residents. Enhance department smoke detector program. Offer free home fire safety inspections. Improve social media and marketing with videographer.
		Why: Community engagement is critical in improving quality of life for residents. Social media and videographer will spread our message and aid in recruitment of volunteers and full-time personnel.
		Timeline: Social media/videographer will begin April 2026. Residential Knox Box Program implementation 2027
		Accountable Leader: Assistant Chief Chris Baker, PIO Kelly Revelle
		Potential Roadblocks – Budget constraints & staffing levels to have a consistent availability to provide home inspection and Knox Box program and create content.
		Expected Costs: \$10,000 for Knox Box Program; \$1,500 for social media & Home Inspection/Smoke Detector Program
PROJECT	5	Update Policies & Standard Operating Guidelines:
		What: Policies, procedures and SOGs are the guiding principles and processes for all actions, communication, and activities within the department.
		Why: Create an end-to-end process for updating policy/SOGs that is streamlined, modernized & improves delivery of services. Make it easy to implement and execute flawlessly
		Timeline: 2026 – On going
		Accountable Leader: Chief Kevin Baker
		Potential Roadblocks – Manpower availability to write polices and review by committee.
PROJECT	6	Equipment Replacement:
		What: Replace cascade system, extractor/dryer, UTV & Thermal Cameras
		Why: Life expectancy is 10-15 years. The cascade system was purchased in 2008 (18-Years) old. Extractor/dryer purchased in 2013 (13-Years) old. UTV purchased in 2007 (19-Years) old.
		Timeline: UTV 2027; cascade 2028; extractor/dryer 2029
		Accountable Leader: Chief Kevin Baker
		Potential Roadblocks – Budget constraints & unknown growth potential. Equipment priorities and/or types of apparatus may change based on growth
		Expected Costs: UTV \$29,000; cascade \$52,000; extractor/dryer \$15,000

PROJECT	7	Apparatus Replacement:
		What: Replace 6314 Pumper/Rescue & Purchase Additional Staff Vehicle
		Why: Front line apparatus service life of 20 years. 6314 is a 2012 model and will be due for replacement in 2032 with current lead times an expected purchase date will be 2029. An additional staff vehicle is needed for non-emergency responses, fire marshal inspections, off-site training for personnel, and support services for fire department operations.
		Timeline: Staff Vehicle - September 2028. 6314 – planning process 2029 with expected delivery in 2032
		Accountable Leader: Chief Kevin Baker
		Potential Roadblocks – Budget constraints & unknown growth potential. Apparatus priorities and/or types of apparatus may change based on growth
		Expected Costs: \$62,500 for staff vehicle and upfitting. \$1.4 million pumper replacement.
PROJECT	8	Fire House Remodel:
		What: Renovate and grow footprint of current engine house
		Why: The building was constructed in 2008 (17-Years). Install security cameras, station alerting system, upgrade to LED lighting to reduce costs and replace appliances and flooring. As the community continues to grow, additional staffing will be needed, and office space for a fire marshal, additional command staff and an administrative assistant. A larger training room is recommended for community education & events.
		Timeline: Security cameras May 2025. Station alerting 2026-2027. Fire house renovation and growth – 2030.
		Accountable Leader: Chief Kevin Baker,
		Potential Roadblocks – Budget constraints & unknown growth potential.
		Expected Costs: \$1.5 million
PROJECT	9	Increase Staffing:
		What: Hire 4 firefighter's to bring minimum staffing to 3 firefighters 24x7x365 days a year. Hire full-time fire chief & assistant chief/fire marshal
		Why: Growth rate of the community and projected commercial builds will exceed capabilities of the department. Full time chief and fire marshall will be required to continue the success of the department.
		Timeline: Within 5-7 years of strategic plan implementation
		Accountable Leader: Chief Kevin Baker
		Potential Roadblocks: Budget constraints
		Expected Costs: \$460,000

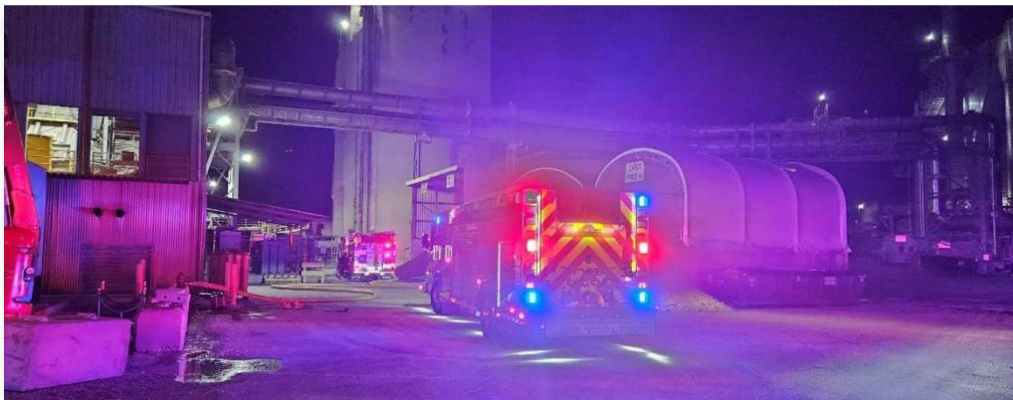
PROJECT 10	Firefighter & Fire Officer Development:
	What: Invest in training of our personnel to enhance operations. Increase skill sets and develop our fire officers.
	Why: Growth rate of the community will require additional staffing. Fire officer development is critical to having well prepared captains and chiefs to be a leader in the fire service.
	Timeline: Within 2-5 years of strategic plan implementation
	Accountable Leader: Chief Kevin Baker
	Potential Roadblocks: Budget constraints, course offerings
Expected Costs: \$16,000	

Summary 10 Projects

Fiscal Year	Project	Cost
2025	1-Staffing (Completed)	\$75,000
	2-Boat House (Completed)	\$600,000
	3-Community training (CPR & disaster response)	\$1,200
	4-Community engagement (videography & social media)	\$1,500
	7-Staff vehicle (Partial Completion)	\$62,500
	8-Fire house renovation (security cameras) (Completed)	\$5,130
	8-Fire house renovation (LED lighting in bay) (Completed)	\$4,300
	Total:	\$234,630.00
2026	1-Staffing	\$75,000
	2-Station Alerting and Pagers	\$75,000
	4-Community engagement (Residential Knox Box)	\$10,000
	5-Policy & procedures	\$2,000
	6-Rescue tools replacement	\$48,000
	8-Fire house renovation (station alerting)	\$42,000
	Total:	\$102,000.00
2027	6-UTV replacement	\$29,000
	10-Fire officer development	\$8,000
	Total:	\$37,000.00
2028	6-Cascade replacement	\$52,000
	10-Fire officer development	\$8,000
	Total:	\$60,000.00
2039	6-Extractor/dryer	\$15,000
	Total:	\$15,000.00
2030	7-6314 replacement	\$1,400,000
	8-Fire house renovation (expansion)	\$1,500,000
	9-Hire 4 additional personnel	\$460,000
	Total:	\$3,360,000.00

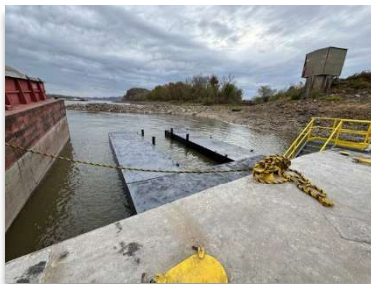
Strengths

1. Experienced Instructors
 - a. Instructors collectively have 85 years of experience
 - b. Instructors are cross trained in different subject areas
 - c. Instructors hold several state certifications
 - d. Instructors are part of Jefferson County Training Academy, allowing instructors to get a first look at potential candidates for recruitment
2. Capital Assets
 - a. Apparatus
 - i. 2-Pumpers (2024 & 2012)
 - ii. 1-Brush Truck (2009)
 - iii. 1-UTV (2007)
 - iv. 1-Boat (2004)
 - v. 1-Staff Vehicle (2021)
 - b. Facilities
 - i. Headquarters – 151 Riverview Plaza Drive (2008)
 - ii. Boat house – 400 Riverport Way (2025)
3. Personnel
 - a. 5-Full time personnel
 - b. 10-Part time\volunteer personnel
 - c. Diverse group of personnel
4. Community Centric
 - a. Engagement with community continues to be strong with city sponsored events.
 - b. Community training – CPR, fire extinguisher and disaster preparedness



Weaknesses

1. Aging work force – We will lose 5 personnel by 2030 & an additional 4-6 by 2035 due to age.
 - a. Age 20-29 (2)
 - b. Age 30-39 (1)
 - c. Age 40-49 (6)
 - d. Age 50-59 (3)
 - e. Age 60-69 (2)
2. Ability to train consistently due to short staffing levels and volunteer participation.
 - a. On-line training is the core training.
 - b. Need to conduct larger more in-depth hands-on training.
3. Out-of-date fire codes
 - a. Fire codes are behind and need updated.
 - b. Newest codes require safety for citizens and firefighters
 - c. ISO points – jeopardize a lower rating with codes this far out of compliance
4. Water Systems & Fire Hydrant Maintenance
 - a. Flow testing of the entire water system is needed so we know what hydrant flow rates are.
 - b. ISO requirement
 - c. Fire hydrant maintenance to ensure proper operation during response.
5. Lack of City-Wide Disaster Plan
 - a. No continuity of government
 - b. No defined EOC (Emergency Operations Center)
6. Volunteer Recruitment
 - a. Need additional volunteers to support operations
 - b. No compensation for volunteers
 - c. Time availability



Planning

Staffing should be the main focus of fire department risk factors. According to the National Fire Protection Association (NFPA) Standard 1710, the recommended number of firefighters for various types of fires is as follows: for residential fires, a minimum of 15 firefighters are needed to effectively manage the incident. For commercial fires, which include medium hazard structures like strip malls, the requirement increases to 28 firefighters. Industrial fires, particularly those involving high-risk facilities, necessitate a response of at least 43 firefighters to ensure both safety and efficiency. These numbers are essential to meet the performance objectives for alarm answering, processing, and turnout times, as well as to provide adequate personnel for fire suppression, search and rescue, and other critical tasks.

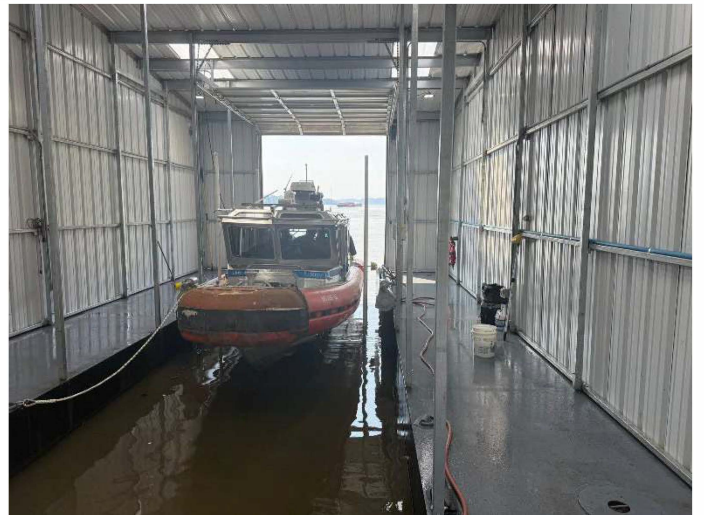
Majority of cities and fire protection districts will not have the revenue sources for this staffing, which is why mutual aid agreements are so critical. Currently, when you count us and our neighboring departments, we have a total of 5 firefighters minimum or up to 8 max. This is due to minimum staffing. Dunklin and Festus have 3 firefighters on duty until there is a vacation, then they have minimum staffing at 2. We have 1 minimum staffing and one shift with 2 people. Crystal City is still strictly volunteer, and even though they respond to mutual aid, we could get 1 or 4 depending on who is around and what time of day. As you can see, the immediate area doesn't have enough paid fire fighters to reach the NFPA standard of 1710. We know this ask will come with increased revenue and it will take time, we appreciate how far we have come since 2020.

Achieving an ISO rating of 3 for our fire department is a critical goal for our community. The Insurance Services Office (ISO) rates fire departments on a scale from 1 to 10, with 1 being the highest level of fire protection. A rating of 3 signifies a high standard of fire safety and preparedness, reflecting our department's capabilities in emergency communications, water supply, and firefighting operations. Currently, we hold an ISO rating of 4, and to improve this, we need to focus on several key areas: implementing a comprehensive hydrant testing and flushing program, increasing staffing levels, and updating our building codes. These improvements will not only enhance our ability to protect lives and property but also help reduce home insurance premiums for our residents. By striving for and maintaining an ISO rating of 3, we demonstrate our commitment to public safety and fiscal responsibility, ensuring a safer and more affordable community for all.

As the community grows the department may need to move towards the purchase of an aerial device if the city adds 1 additional building 3-stories or taller or with a needed fire flow of 2,500 gallons a minute. The expected cost of an aerial is \$2.5 Million. Additionally, as the port develops a boat replacement may be needed to support fire suppression capabilities. The boat house has been planned to accommodate a new fireboat which is expected to cost \$1.6 Million. The Port Security Grant of 75% Federal and 25% local may be available to help cover these costs. This plan includes estimated costs for projects. We have been extremely fortunate to have received almost \$2 Million Dollars in Federal, State and local grants to support our operations since 2004. We will continue to find alternative funding sources to help support our operations through the years to fund the projects needed.

Completed Projects

Fiscal Year	Project	Cost
2025	1-Staffing (Hired 1 Additional FF)	\$75,000
	2-Boat House (Completed) Port Security Grant	\$600,000
	6-Rescue Tool Replacement – Ahead of time by Grant	\$52,400
	7-Staff vehicle (Partial Completion – Repurpose PD Explorer)	\$0
	8-Fire house renovation (security cameras) (Completed)	\$5,130
	8-Fire house renovation (LED lighting in bay) (Completed)	\$4,300



CITY OF HERCULANEUM

POLICE DEPARTMENT

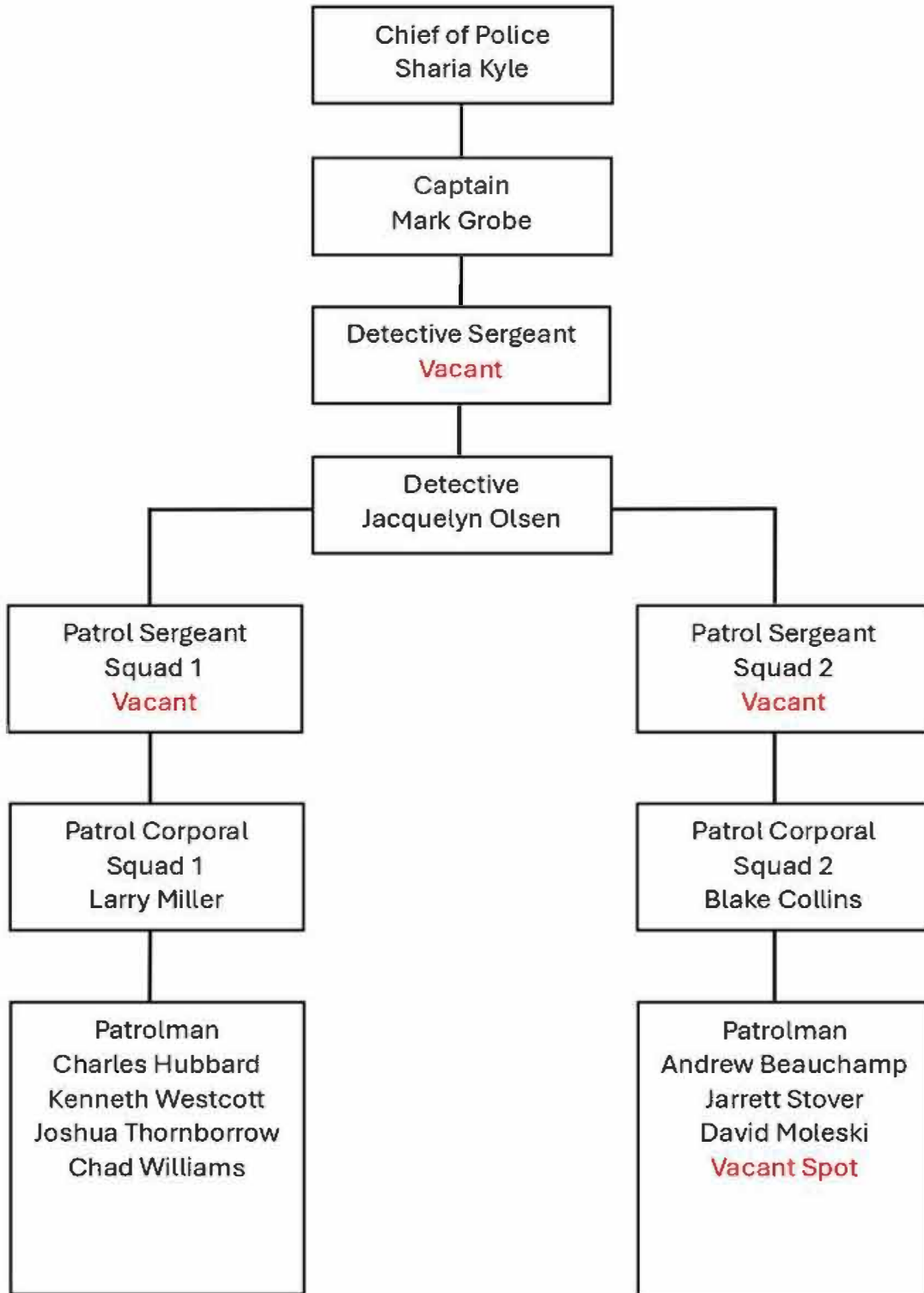


**FIVE YEAR
STRATEGIC PLAN**

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Herculaneum Police Department Organization Layout



YEAR 1:

FOUNDATION AND ASSESSMENT

1. Department Assessment:

- Hire an additional officer to balance squads
- Purchase additional patrol vehicle-Replace one vehicle
- Building renovations
- Begin assessment of Old General Orders

2. Promotional Processes:

- Sergeant promotion
- Begin leadership training classes for future promotions and Field Trainers

3. Budget Overview:

- Assess budget for current and future needs

Item	Cost	Additional Costs	Total
Patrol vehicles	\$120,000 – 2 Durangos	Increase Budget for fuel and maintenance	\$160,000
Patrolman	\$53,000	Increase salary for experience/ benefits	\$75,000
Promotion FTO	\$3,000- Sgt \$1500		\$4,500
Building updates	\$50,000 - bid	Potential issues found during reno- furniture	\$75,000

YEAR 2:

OPERATIONAL EFFICIENCY

1. Community Engagement:

- More social media presence to communicate department activities

2. Technology and Equipment:

- Assess current technology and equipment to identify any gaps
- Replace handheld radios
- Institute patrol vehicle rotation to phase out aging vehicles

3. Policy Review and Updates:

- Revise department policies to align with best practices in law enforcement

Item	Cost	Additional Costs	Total
Patrol vehicles-equipment	\$120,000 – 2 Durangos	Equipment Costs	\$160,000
Radios	\$80,000	Based on 2024 costs	\$80,000
Field Training Officer	\$1,500		\$1,500
Computer System-digitalization of policies	\$5,000	Increase in systems unknowns	\$5,000

YEAR 3: STAFFING AND DEVELOPMENT

1. Recruitment:

- Hire 2 additional officers
- Patrol vehicles for additional officers

2. Specialized Roles:

- Training officers for specialized roles (e.g., cyber security, traffic safety) based on department and community needs

3. Health and Wellness:

- Implement officer wellness programs focusing on physical and mental health

Item	Cost	Additional Costs	Total
Patrol vehicles	\$180,000 – 2 Durangos	Increase Budget for fuel and maintenance	\$180,000
2 Patrolman	Min. salary requirements	Years of Experience Benefit package expense	\$93,000-\$97,000
Sergeant/ Corporal Promotions	\$3,000- \$9000	Fluctuate based on years of experience	\$6000- \$18,000
Basic Officer uniform/ equipment	\$10,000 per officer	Increase of price on items and technology	\$20,000

YEAR 4: COMMUNITY AND DEPARTMENT GROWTH

1. Community Growth:

- Assess new or current crime trends from business and residential growth
- Continue to work closely with schools and businesses for enhanced safety

2. Equipment Upgrades:

- Seek and apply for grants to replace aging equipment

3. Staffing Review:

- Review new officer roles for efficiency

Item	Cost	Additional Costs	Total
Laptop Replacements	\$2,500 - Per item	Unknown increase of basic purchase price	\$15,000
Laptop Mounts	\$1,000	Unknown increase of basic purchase price	\$6,000
Flock LPR Cameras	\$2,500- per camera	Potential increase of price by company	\$5,000
Car Printers	\$400 - per unit		\$4,000

YEAR 5: SUSTAINABILITY AND EVALUATION

1. Performance Evaluation:

- Review progress on strategic goals
- Adjust strategies based on evaluation findings

2. Future Planning:

- New PD building

3. Bureau Expansion:

- Expanding detective bureau

Item	Cost	Additional Costs	Total
Officer lateral move	\$4,000 – \$6,000	On Call stipend \$1500	\$5,500-\$6,500
Unmarked Patrol Car	\$60,000	Unknown increase of basic purchase price	\$60,000
Field Trainer addition	\$1,500- per officer	Cost of living increase/wage increase of base salary	\$1,500-\$3,000
Laptops Replacement	\$2,500 - per unit	Unknown increase of basic purchase price	\$10,000