



BOARD OF TRUSTEES
Regular Meeting Agenda
205 East State Street
June 16, 2026 12:00 Noon

1. Roll Call
2. Approval of Agenda
3. Public Comment Period
4. **Decision:** Consent Agenda
 - a. Approval of Regular Meeting Minutes of May 19, 2026
 - b. Approval of Bill Schedule #761 Totaling \$3,558,190.54
 - c. Departmental Reports
 - d. Approval of accounts with unpaid rates or charges that are eligible to be certified to become a lien upon real estate
5. **Decision:** Review and approval of Monthly Financial Statement, Investment Report, and Capital Report
6. **Discussion:** Amendment of the 2025-2026 Capital Improvement Plan relating to the Treatment Expansion Design/Engineering and Treatment Expansion Construction amounts
7. **Decision:** Review and approval of Resolution Setting Public Hearing on Fiscal Year 2025-2026 Capital Improvement Plan Amendment
8. **Decision:** Review and approval of Progress Payment #9 for Reverse Osmosis Membrane Treatment Process Train in the amount of \$2,842,169.02 to Shank Constructors Inc
9. **Decision:** Review and approval of Risk Advisory and Safety Services Agreement Option C in the amount of \$45,929.76 annually with Iowa Rural Water Association
10. **Update:** Marshalltown Water Works Supplemental Pension Plan
11. Set date and time for next regular meeting

MARSHALLTOWN WATER WORKS BOARD OF TRUSTEES
REGULAR BOARD MEETING
MAY 19, 2026 12:00 Noon
205 East State Street

1. ROLL CALL: PRESENT: Trustees: Eilers, Fletcher – Via Phone: Loney
ABSENT: None

2. There was a motion by Trustee Fletcher and a second by Trustee Loney to approve the Agenda.

ROLL CALL VOTE: AYES: Trustees: Eilers, Loney, Fletcher
NAYS: None

3. Public Comment Period – There were no members of the public present and General Manager Maxfield reported that no written comments had been received.

4. There was a motion by Trustee Fletcher to approve the Consent Agenda: Approval of Regular Board Meeting Minutes of April 21, 2026; Approval of Bill Schedule #760 totaling \$3,541,306.39; Departmental Reports; Approval of accounts with unpaid rates or charges that are eligible to be certified to become a lien upon real estate and approval of accounts with unpaid “storm sewer only” charges that are eligible to be certified to become a lien upon real estate. There was a second by Trustee Loney.

ROLL CALL VOTE: AYES: Trustees: Eilers, Loney, Fletcher
NAYS: None

5. The Board reviewed the monthly financial statement, investment report and capital report. There was a motion by Trustee Loney and a second by Trustee Fletcher to approve the reports and place them on file.

ROLL CALL VOTE: AYES: Trustees: Eilers, Loney, Fletcher
NAYS: None

6. The Board reviewed Progress Payment #8 for Reverse Osmosis Membrane Treatment Process Train in the amount of \$1,970,111.59 to Shank Constructors Inc. There was a motion by Trustee Fletcher and a second by Trustee Loney to approve Progress Payment #8 for Reverse Osmosis Membrane Treatment Process Train in the amount of \$1,970,111.59 to Shank Constructors Inc.

ROLL CALL VOTE: AYES: Trustees: Eilers, Loney, Fletcher
NAYS: None

7. The Board reviewed Change Order #1 in the amount of \$228,473.15 for the Reverse Osmosis Membrane Treatment Process Train. There was a motion by Trustee Fletcher and a second by Trustee Loney to approve Change Order #1 in the amount of \$228,473.15 for the Reverse Osmosis Membrane Treatment Process Train.

ROLL CALL VOTE: AYES: Trustees: Eilers, Loney, Fletcher
NAYS: None

8. The Board reviewed proposal for lime residuals removal from a lime lagoon from Wulfekuhle Injection & Pumping Inc. in the amount of \$100,000.00. There was a motion by Trustee Loney and a second by Trustee Fletcher to approve proposal for lime residuals removal from a lime lagoon from Wulfekuhle Injection & Pumping Inc. in the amount of \$100,000.00.

ROLL CALL VOTE: AYES: Trustees: Eilers, Loney, Fletcher
NAYS: None

9. The Board reviewed Master Short Form Agreement for Professional Services with HDR Engineering, Inc for provision of professional engineering, consulting and related services. There was a motion by Trustee Fletcher and a second by Trustee Loney to approve Master Short Form Agreement for Professional Services with HDR Engineering, Inc for provision of professional engineering, consulting and related services.

ROLL CALL VOTE: AYES: Trustees: Eilers, Loney, Fletcher
NAYS: None

10. The Board reviewed Task Order Number 1 with HDR Engineering, Inc for Hydrogeological Investigation Support Services. There was a motion by Trustee Fletcher and a second by Trustee Loney to approve Task Order Number 1 with HDR Engineering, Inc for Hydrogeological Investigation Support Services.

ROLL CALL VOTE: AYES: Trustees: Eilers, Loney, Fletcher
NAYS: None

11. General Manager Maxfield presented the proposed Mission Statement, Vision Statement, and Core Values for Marshalltown Water Works. He explained that these statements were developed to clearly define the utility's purpose, long-term direction, and organizational principles, and noted that they reflect staff input and align with industry best practices.

12. The Board reviewed Resolution Adopting the Mission Statement, Vision Statement and Core Values of the Marshalltown Water Works. There was a motion by Trustee Loney and a second by Trustee Fletcher to approve Resolution Adopting the Mission Statement, Vision Statement and Core Values of the Marshalltown Water Works.

RESOLUTION ADOPTING THE MISSION STATEMENT, VISION STATEMENT AND CORE VALUES OF THE MARSHALLTOWN WATER WORKS

WHEREAS the Board of Trustees of the Marshalltown Water Works recognized the importance of clearly defining the organization's purpose, direction, and guiding principles; and

WHEREAS, the Board of Trustees of the Marshalltown Water Works desires to establish statements that reflect Marshalltown Water Works' commitment to providing safe, reliable, and high-quality water service to the community; and

WHEREAS, the mission statement, vision statement, and core values are intended to guide organizational decision-making, operations, customer service, strategic planning, and company culture; and

WHEREAS, the Board of Trustees of the Marshalltown Water Works has reviewed and discussed the proposed mission statement, vision statement, and core values and finds them to be in the best interest of the Marshalltown Water Works and the customers it serves;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE

MARSHALLTOWN WATER WORKS that the following Mission Statement, Vision Statement, and Core Values are hereby adopted:

Mission Statement

Dedicated to serving our community, we deliver safe, reliable water and customer-focused service built on integrity, transparency, and accountability.

Vision Statement

To provide exceptional water service that strengthens our community through reliability, quality, sustainability, and continuous improvement.

Core Values

Public Health & Safety

We prioritize the health and safety of our community by delivering safe, clean drinking water every day.

Quality

We are committed to providing high-quality water and maintaining excellence in all operations.

Reliability

We ensure dependable service through proactive maintenance, strong infrastructure, and preparedness.

Customer Service

We are responsive, respectful, and dedicated to meeting the needs of our customers.

Integrity & Transparency

We operate with honesty, accountability, and open communication with the public we serve.

Continuous Improvement

We embrace evolving industry standards, continuous improvement, and professional development to enhance efficiency and service quality.

BE IT FURTHER RESOLVED that these statements shall serve as the guiding principles for Marshalltown Water Works and may be incorporated into organizational communication, policies, strategic planning efforts, and public outreach materials.

Passed this 19th day of May 2026, and signed this 19th day of May 2026

ROLL CALL VOTE: AYES: Trustees: Eilers, Loney, Fletcher
NAYS: None

The Board set the date for the next regular Board meeting as June 16, 2026 at 12:00PM at the Marshalltown Water Works office at 205 E State St.

The Board adjourned.

Respectfully submitted,

Zach Maxfield
Secretary

**MARSHALLTOWN WATER WORKS
BILL SCHEDULE # 761
BILLS TO BE PAID
MAY 2026**

Ahlers & Cooney PC	legal services	2,242.00
Arnold Motor Supply	battery charger, grease, antifreeze, hydraulic oil, oil, fuses, fuel filter, air filter, spark plugs, snap ring plier	381.57
BDH Technology	email and teams	152.00
Big Brand Tire & Service	tire repair	110.25
Central Iowa Farm Store	belt	69.01
Century Link	buried cable repair	29,263.61
Cessford Construction Company	rock	4,480.73
City of Marshalltown	FY26 - Main St Reconstruction Reimbursement	500,000.00
Coast to Coast Calibrations	calibration on lab equipment	410.50
Column Software PBC	April minutes publishing	161.81
Computer Resource Specialists	IT services	135.00
Covenant Workplace Solutions	June EAP services	94.50
CTI Ready Mix	concrete	3,517.00
Electrical Power & Safety Co	remaining 50% of arc flash study & IR scanning	5,949.50
Fastenal Company	nuts, bolts, locate paint	74.28
Force Fitters, LLC	safety clothing	352.02
Grainger	lab supplies, vehicle maintenance supplies, marking flags, marking wand, paint, blue shop towels, flags	1,885.13
Hach Company	lab supplies	3,624.83
Hawkins	chlorine, ammonia, fluoride	13,379.09
Home Rental Center & Sales Co	sign rental, harley rake rental, trash pump rental, concrete saw rental, wallpaper steamer rental, carpet cleaner rental	1,091.25
Hupp Electrical Motors Inc	annual hoist inspections	900.00
Idexx Distribution	lab supplies	1,928.78
John Deere Financial - T	trimmer line, pins, tire mount, safety boots, oil	223.91
John Deere Financial - V	lock nuts & screws	19.03
Koltiv	SOC/SIEM monthly charges	1,872.32
Linde Inc	carbon dioxide	7,543.50

Menards	grass seed, wire, coupling, teflon tape, cable tires, pvc plugs, utility knife, blade, hand sanitizer, duct tape, coupling, nipple, pressure gauge, blue shop towels, leather work gloves, sand, bug spray, pre-mix fuel, jumper cables, tracer wire, ear plugs, safety glasses, drywalls crew, outlet supplies, connectors, drywall saw, metal cable, paint samples, red rosin paper, masking tape, pail, tape, batteries, wall texture, texture knife, carpet shampoo, carpet remover	1,569.34
Minute Man Inc	office hours signs	78.36
Mississippi Lime Company	lime	71,774.80
Moler Sanitation	garbage service	110.25
Morrow's Chainsaw Small Engineer Repair	equipment repairs	284.89
Municipal Supply Inc	hydrant parts, valve box, saddle, corp, coupling	5,587.00
Pech Optical Corp	safety glasses - JH	246.98
Plumb Supply	coupling, copper	1,918.81
Rasmusson Service Center	dump truck repair	1,883.42
State Hygienic Laboratory	laboratory contract service	45.00
Tri-State Lock Service	keys	12.00
Wulfekuhle	lime sludge removal	100,000.00
Total		763,372.47

**MARSHALLTOWN WATER WORKS
BILL SCHEDULE # 761
BILLS PAID
MAY 2026**

Aflac	employee deduction	522.76
Alliant Energy	gas and electric	36,891.96
American Express	credit card fees	13.00
Anthony Rodriguez	deposit refund	15.78
Benjamin J Lopez	deposit refund	11.84
City of Marshalltown	sewer receipts - April 2026	401,623.80
City of Marshalltown	landfill receipts - April 2026	109,490.84
City of Marshalltown	storm sewer receipts - April 2026	10,318.05
Collection Services Center	employee deduction	422.48
Consumers Energy	electric	64.08
Deborah McElroy	pants reimbursement	100.00
Delta Dental of Iowa	reissue voided ck #49053 - lost in mail	921.18
Delta Dental of Iowa	employee dental insurance	848.76
Devon Downs	deductibles paid	306.77
Elan Financial Services	canned air, DNR fees, document holders, gas, postage, computer cord, display local, pens, ibuprofen, colored paper, battery backup, probe stands, shock absorbers, lab incubator door switch	997.76
Health Savings Account	employee deduction	60.00
Heart of Iowa Communications	phone and internet	511.33
Internal Revenue Services	withholding taxes	32,723.72
Iowa 42 LLC	deposit refund	5.35
Iowa One Call	locates	643.40
IPERS	employee deductions	17,260.49
Isolved Benefit Services WDM	employee deductions	2,367.00
Jeffery Mahoney	deductibles paid	201.73
Jeffrey Heinrichs	deductibles paid	351.97
Jimena Chavarria-Acaraz	deposit refund	35.01
Joey Jensen	deductibles paid	351.27
Kaylin McRill	deductibles paid	528.70
Kim Carter	cleaning services	600.00

Lucas Reinert	deductibles paid	130.20
Marshall County Engineer's Office	fuel - April 2026	1,984.30
Marshalltown Area Chamber of Commerce	Women in Business Luncheon Registration	140.00
Marshalltown United Way	employee contributions	20.00
Marshalltown Water Works	stormsewer	184.80
Megan M Driscoll	overpayment refund	95.72
Michael J Ficken	deposit refund	0.77
Payroll	payroll	100,808.50
Pitney Bowes	postage	4,500.00
Prairie Waste Solutions	garbage service	259.44
Reliance Standard Life Ins Co	employee life insurance	887.90
Shank Constructors	pay app #8	1,970,111.59
Staples	reissue voided ck #49041 - lost in mail	295.09
Thomas Bowman	deductibles paid	138.43
T-Mobile	internet	224.38
Treasurer, State of Iowa	withholding taxes	4,025.68
Treasurer, State of Iowa	excise tax	37,877.30
Treasurer, State of Iowa	sales tax	9,866.29
Trina Crandon	deposit refund	19.56
Tyler Tech	credit card fees	5,819.12
U S Postal Service	post office box annual fee	376.00
United Bank & Trust	pension	14,769.08
United Bank & Trust	returned check	176.26
United Bank & Trust	returned nacha	341.90
United Bank & Trust	returned check	157.13
United Bank & Trust	returned nacha	121.17
United Bank & Trust	returned check	116.88
United Bank & Trust	returned nacha	146.41
United Bank & Trust	bank fees	36.00
US Cellular	internet	27.53
Wellmark Blue Cross & Blue Shield	employee health insurance	20,788.03
Yoan Lara Moreno	deductibles paid	2,183.58
Total		2,794,818.07

**CUSTOMER SERVICE
MONTHLY REPORT
FOR THE MONTH OF
May 2026**



ACTIVITY	THIS MONTH	THIS MONTH LAST YEAR	2025-2026 FISCAL YEAR
SERVICE CALLS	239	658	3468
METERS REPAIRED	0	0	0
REPLACED FROZEN METER	2	3	24
DELINQUENT TAGS	397	414	3696
METER SET	0	2	5
TURN OFF FOR NON PAYMENTS	24	31	423
READ AND LEAVE ON - OCCUPANT CHANGE	113	121	1188

DISTRIBUTION
Marshalltown Water Works
Board Report
June 16, 2026

PROJECTS:

1. Meter Replacement/R900
 - a. 41 remaining
2. Main Street Construction
 - a. 1st ave-3rd Ave assist construct
 - i. Water main and services 100% completed
3. High Street
 - a. Main installation is completed(100%)
 - b. West section testing is completed
 - i. Services currently being tied over
4. Locates completed: 484

MAIN BREAKS (FY 25-26)

1. June 9, 2025 701 N 5th Ave 6" sheer unknown
2. June 26, 2025 616 Lee sheer unknown
3. July 17,2025 701 N 5th Ave- sheer unknown
4. August 26,2025 109 S 12th St- 6" contractor hit
5. August 28, 2025 600 E Marion St- 6" sheer unknown
6. Oct 15, 2025 901 Bromley 6" unknown
7. Oct 22, 2025 Circle Dr 6" unknown
8. Nov 24, 2025 703 Circle Dr 6" unknown
9. 12/08/2025 710 S 3rd Ave 12"
10. 12/24/2025 110 N 11th Ave 6"
11. 1/18/2026 717 N 5th Ave 6"
12. 2/8/2026 3rd St & Linn 6" valve blew out
13. 2/8/2026 5th st & Linn 6" valve blew out
14. 2/8/2026 3rd St and Church 4" vlave blew out
15. 2/8/2026 1112 prairie ln 6" sheer unknown
16. March-No main breaks
17. 4/04/2026 107 E Southridge rd 8" sheer
18. 04/09/2026 200 W Madison 8" sheer
19. 04/22/2026 2003 Timberline 6" Sheer
20. 5/11/2026 300 N 10th Ave 6" sheer

Facilities
Marshalltown Water Works
Board Report
6/16/26

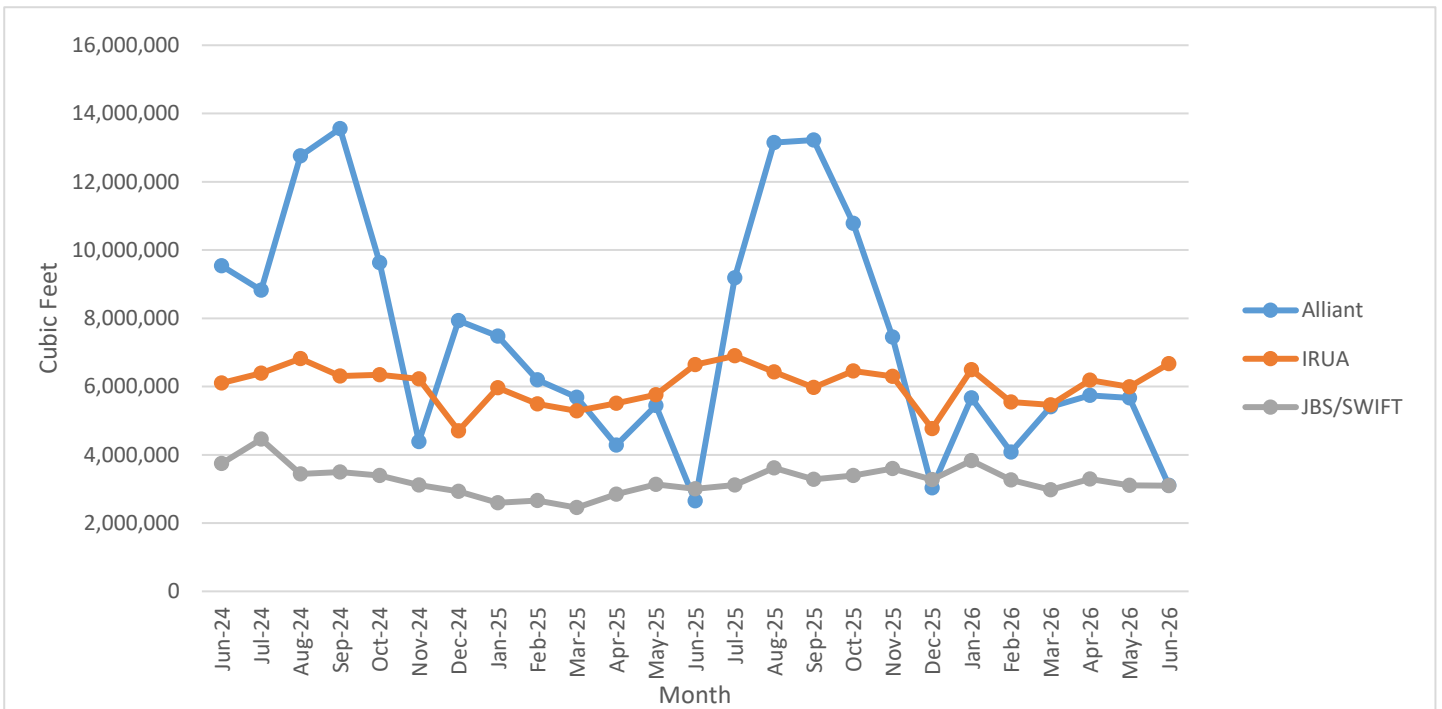
#1 API drain project - The drain and supply line work has been completed and both restrooms are now operational. They are currently working on demo of the old lines that had been left in place to help speed up the install process.

#2 Lime sludge bids - We are updating the lime removal contract in preparation for sending it out to potential contractors. As part of this process, we have been in contact with other lime-softening utilities across Iowa to compare contract structures and identify opportunities to improve our own specifications.

MWW Largest Users Monthly Report

June 2026 Board Report

	ALLIANT	IRUA	JBS/SWIFT
Bill Date	Cubic Feet	Cubic Feet	Cubic Feet
Jun-24	9,535,800	6,105,853	3,746,500
Jul-24	8,823,300	6,395,989	4,457,300
Aug-24	12,755,800	6,815,740	3,442,800
Sep-24	13,557,100	6,309,760	3,494,200
Oct-24	9,629,100	6,349,406	3,397,500
Nov-24	4,389,700	6,226,449	3,118,000
Dec-24	7,930,100	4,706,570	2,931,400
Jan-25	7,478,600	5,966,201	2,594,900
Feb-25	6,197,300	5,492,538	2,663,400
Mar-25	5,689,200	5,290,729	2,452,300
Apr-25	4,284,100	5,505,470	2,850,100
May-25	5,449,000	5,762,308	3,131,700
Jun-25	2,648,100	6,645,027	2,999,300
Jul-25	9,188,400	6,897,540	3,113,200
Aug-25	13,152,700	6,432,378	3,615,900
Sep-25	13,222,700	5,974,652	3,278,200
Oct-25	10,780,000	6,454,271	3,393,800
Nov-25	7,445,000	6,293,966	3,595,000
Dec-25	3,036,000	4,765,325	3,276,300
Jan-26	5,670,000	6,498,157	3,826,600
Feb-26	4,080,000	5,544,630	3,259,100
Mar-26	5,412,000	5,464,326	2,974,600
Apr-26	5,741,000	6,183,247	3,288,000
May-26	5,668,000	5,993,183	3,105,800
Jun-26	3,104,000	6,668,807	3,094,000



PROPERTY TAX LIENS TO CERTIFY JUNE 2026

ACCOUNT#	PROPERTY OWNER NAME	ADDRESS TO LIEN	AMOUNT
117-0606-08	All American Property Management LLC	1705 Fremont St	\$63.07
113-0460-11	AMC Real Estate LLC	709 Fremont St	\$134.39
116-0032-27	Anibal Monge Aguirre	205 N 14th St	\$121.60
114-0264-05	Austin Leigh	411 N 8th St	\$173.85
122-0260-02	Barb Mobley	311 S 6th St	\$210.78
116-0024-26	Chad R Frese	207 N 14th St	\$157.24
115-0572-13	Chantelle Lynnette Schrader	10 N 11th St	\$28.69
115-0360-14	Conrado Perez	902 W State St	\$114.24
152-0408-10	CZ Investments LLC	1912 Knollwood Dr	\$205.04
120-0535-22	Dean Rieks	412 S 3rd St 1	\$41.13
116-0024-27	Frese Properties LLC	207 N 14th St	\$44.73
112-0084-14	Gilbert Gonzales & Chase Trevino	805 W Main St Down	\$193.61
106-0424-20	Jaime Chavarria	1112 Bromley St	\$319.25
121-0128-02	Jeff Wallace	515 S 4th St	\$101.04
117-0532-10	Joann E Struebing	203 N 19th St	\$92.79
110-0352-16	Joann Struebing	413 N 3rd St	\$125.84
124-0160-03	Jose L & Maria G Avalos	709 W Boone St	\$214.23
111-0144-14	Jose Luis Martinez Jr	524 N 3rd St	\$202.92
104-0248-24	Josefina Martinez	505 Bromley St	\$161.04
124-0012-17	Juan A Sanchez Santibanez	5 S 7th St 102	\$120.86
124-0024-19	Juan A Sanchez Santibanez	5 S 7th St 103	\$638.71
110-0160-10	Juan Antonio Sanchez	406 N 2nd St	\$380.01
114-0156-18	Kelsey Grace Dostal	409 1/2 Summit St	\$160.68
122-0628-01	Linda M Phillips	410 W Linn St	\$4,899.90
124-0076-11	Melissa Hernandez	5 Lackey Ter	\$180.03

ACCOUNT#	PROPERTY OWNER NAME	ADDRESS TO LIEN	AMOUNT
117-0084-01	Michael Whiddon & Rachael Dixon	306 N 17th St	\$205.92
126-0425-03	Myrna Nuese	1404 W Lincolnway	\$2,458.38
116-0652-11	Niedermann Choice Rentals	202 N 15th St	\$8.36
117-0624-04	Peggy A Davidson	1607 Fremont St	\$3,788.43
114-0164-17	Robert Hessenius	503 Summit St	\$116.06
116-0020-18	Roger K & Melanie A Hatch	1320 Summit St	\$21.27
112-0184-05	Saphrona & Rico Baker	1211 W Main St	\$232.34
115-0264-08	Tantine Mwashite	1209 Fremont St	\$541.59
121-0412-11	TR Home Rentals LLC	301 S 5th St	\$129.42
		TOTAL	\$16,587.44

SEWER DEPOSIT ACCOUNT
Activity for May
2026

Balance on May 1	\$156,885.29
Deposits for May	\$3,670.00
Interest paid to the City of Marshalltown Check # 2643	\$165.29
Deposit refund for application to the Marshalltown Water Works Check # 2644	\$3,080.00
Interest for May	\$157.36
Balance on May 31	\$157,467.36

MARSHALLTOWN WATER WORKS

**Compiled Financial Statements
And Supplementary Information**

**For the One Month Ended
May 31, 2026**



Income Statement

Account Summary

For Fiscal: 2025-2026 Period Ending: 05/31/2026

Marshalltown Water Works, IA

		Annual Budget	Period Activity	Fiscal Activity	Percent Used
Fund: 1 - WATER FUND					
Revenue					
1-501-000	WATER SALES RESIDENTIAL	3,128,598.14	252,767.82	2,929,713.86	93.64%
1-501-001	WATER SALES MULTI-FAMILY	439,157.11	29,585.40	378,368.66	86.16%
1-501-002	WATER SALES COMMERCIAL	881,925.54	57,400.82	762,054.50	86.41%
1-501-003	WATER SALES IRRIGATION	150,721.25	5,849.59	102,900.50	68.27%
1-501-004	WATER SALES INDUSTRIAL	4,125,826.67	268,547.84	3,636,767.05	88.15%
1-501-005	WATER SALES WHOLESALE	1,685,681.96	157,389.20	1,564,808.96	92.83%
1-501-006	WATER SALES NON METERED	22,415.46	217.87	3,869.52	17.26%
1-601-000	CITY CONTRACT SERVICES	80,000.00	6,655.64	73,412.49	91.77%
1-602-000	PENALTIES	40,000.00	7,923.43	94,751.88	236.88%
1-603-000	CUSTOMER SERVICE	10,000.00	1,719.00	23,435.00	234.35%
1-604-000	TESTING LABORATORIES	3,000.00	322.00	2,520.00	84.00%
1-605-000	MERCHANDISE SALES	300.00	0.00	0.00	0.00%
1-606-000	INTEREST	25,000.00	10,222.31	122,692.50	490.77%
1-607-000	RENTALS	4,000.00	0.00	8,944.00	223.60%
1-608-000	MISC INCOME	30,000.00	2,976.50	40,744.75	135.82%
1-613-000	CONNECTION FEES	15,000.00	400.00	3,748.30	24.99%
1-614-000	TAPPING FEES	2,000.00	176.00	176.00	8.80%
1-619-000	REPAIR-WA SERVICE ISSUE	0.00	0.00	4,692.00	
Total Revenue:		10,643,626.13	802,153.42	9,753,599.97	91.64%

		Annual Budget	Period Activity	Fiscal Activity	Percent Used
Expense					
	EMPLOYEE SALARIES	2,289,106.00	144,857.14	1,843,196.12	80.52%
	EMPLOYEE BENEFITS	919,834.00	53,222.09	667,952.16	72.62%
	UTILITIES	733,465.00	38,056.08	516,293.43	70.39%
	DEPRECIATION	722,066.00	89,507.00	801,824.80	111.05%
	FUELS	43,975.00	5,089.82	29,691.11	67.52%
	SUPPLIES	312,312.00	16,420.79	285,217.83	91.32%
	MAINTENANCE	528,711.00	94,196.40	288,789.75	54.62%
	CHEMICALS	1,395,467.00	78,297.84	1,007,117.31	72.17%
	CONTRACT SERVICE	1,287,290.00	42,487.18	485,737.43	37.73%
Total Expense:		8,232,226.00	562,134.34	5,925,819.94	71.98%

	Annual Budget	Period Activity	Fiscal Activity	Percent Used
Total Revenue:	10,643,626.13	802,153.42	9,753,599.97	91.64%
Total Expense:	8,232,226.00	562,134.34	5,925,819.94	71.98%
Retained Earnings:	2,411,400.13	240,019.08	3,827,780.03	

DETAILED DEPARTMENT EXPENSES

Expense Report

Account Summary

For the Period Ending 5/31/2026

	2025-2026 Annual Budget	2025-2026 May Activity	2024-2025 May Activity	2025-2026 YTD Activity	2024-2025 YTD Activity	Percent Used
Department: 700 - PLANT						
ExpCategory: 1 - EMPLOYEE SALARIES						
1-700-100 SALARIES	669,404.00	49,075.27	48,749.69	612,382.00	595,324.20	91.48%
ExpCategory 1 - EMPLOYEE SALARIES Total:	669,404.00	49,075.27	48,749.69	612,382.00	595,324.20	91.48%
ExpCategory: 2 - EMPLOYEE BENEFITS						
1-700-201 HEALTH INSURANCE	79,694.00	4,412.24	5,766.72	52,013.26	63,324.73	65.27%
1-700-202 PENSION	27,031.00	1,019.16	2,021.31	13,981.95	25,192.43	51.73%
1-700-203 IPERS	34,248.00	3,519.09	2,465.23	41,056.02	29,379.03	119.88%
1-700-204 FICA/MED	50,911.00	3,576.64	3,560.60	45,276.79	43,825.45	88.93%
1-700-205 LIFE INSURANCE	2,239.00	148.84	177.88	1,615.39	1,822.13	72.15%
1-700-206 MILEAGE	525.00	0.00	0.00	0.00	0.00	0.00%
1-700-207 REGISTRATION	3,150.00	32.29	32.29	584.58	1,277.29	18.56%
1-700-208 ANNUAL DUES	4,500.00	0.00	0.00	4,500.00	0.00	100.00%
1-700-209 DENTAL INSURANCE	840.00	80.00	70.00	846.56	760.00	100.78%
1-700-210 TUITION	0.00	0.00	0.00	0.00	0.00	0.00%
1-700-211 LODGING	2,100.00	0.00	0.00	0.00	606.20	0.00%
1-700-212 FOOD	315.00	0.00	0.00	0.00	101.42	0.00%
1-700-213 TRANSPORTATION	1,575.00	0.00	0.00	0.00	0.00	0.00%
1-700-214 SAFETY / CLOTHING	3,500.00	154.75	193.50	4,570.86	2,339.54	130.60%
1-700-215 SAFETY TRAINING	500.00	0.00	0.00	0.00	0.00	0.00%
1-700-216 MEDICAL(WORK COMP)	33,688.00	0.00	0.00	671.00	0.00	1.99%
ExpCategory 2 - EMPLOYEE BENEFITS Total:	244,816.00	12,943.01	14,287.53	165,116.41	168,628.22	67.45%
ExpCategory: 3 - UTILITIES						
1-700-301 ELECTRIC	671,807.00	33,946.09	28,394.37	469,301.55	418,473.78	69.86%
1-700-302 GAS	32,500.00	2,370.65	1,899.63	23,479.26	22,526.06	72.24%
1-700-303 TELEPHONE	1,600.00	93.00	0.00	930.00	1,343.27	58.13%
1-700-309 INTERNET	3,500.00	132.62	428.75	1,263.24	2,435.16	36.09%
ExpCategory 3 - UTILITIES Total:	709,407.00	36,542.36	30,722.75	494,974.05	444,778.27	69.77%
ExpCategory: 4 - DEPRECIATION						
1-700-401 PLANT DEPRECIATION	352,000.00	28,574.00	25,053.42	293,190.52	275,587.62	83.29%
1-700-406 VEHICLE DEPR	10,140.00	3,918.00	3,368.71	39,802.26	37,055.81	392.53%
ExpCategory 4 - DEPRECIATION Total:	362,140.00	32,492.00	28,422.13	332,992.78	312,643.43	91.95%
ExpCategory: 5 - FUELS						
1-700-501 GAS	3,000.00	137.39	275.87	1,695.66	2,598.54	56.52%
1-700-502 OIL	2,000.00	0.00	0.00	0.00	256.14	0.00%
1-700-503 GREASE	0.00	0.00	0.00	0.00	275.32	0.00%
1-700-504 DIESEL	6,955.00	2,120.56	0.00	6,477.19	3,837.27	93.13%
ExpCategory 5 - FUELS Total:	11,955.00	2,257.95	275.87	8,172.85	6,967.27	68.36%
ExpCategory: 6 - SUPPLIES						
1-700-601 LAB SUPPLIES	54,000.00	5,022.41	4,866.74	49,264.39	37,755.38	91.23%
1-700-602 PLANT SUPPLIES	1,140.00	0.00	0.00	147.17	106.33	12.91%
1-700-603 BUILDING SUPPLIES	1,700.00	0.00	63.99	0.00	994.82	0.00%
1-700-604 WELL SUPPLIES	0.00	0.00	0.00	0.00	0.00	0.00%
1-700-605 GENERAL SUPPLIES	5,350.00	0.00	0.00	578.59	2,149.21	10.81%
1-700-606 SAFETY EQUIPMENT	2,000.00	0.00	0.00	0.00	789.89	0.00%
1-700-607 CLEANING SUPPLIES	0.00	0.00	15.98	475.33	247.41	0.00%
1-700-608 HEALTH/FIRST AID	535.00	0.00	0.00	16.40	65.67	3.07%
1-700-610 OPERATIONAL FEES, PERMITS, & CERTIFICATIONS	0.00	0.00	0.00	908.54	0.00	0.00%
1-700-614 CIWA METER PIT SUPPLIES	0.00	0.00	0.00	0.00	0.00	0.00%
ExpCategory 6 - SUPPLIES Total:	64,725.00	5,022.41	4,946.71	51,390.42	42,108.71	79.40%

	2025-2026 Annual Budget	2025-2026 May Activity	2024-2025 May Activity	2025-2026 YTD Activity	2024-2025 YTD Activity	Percent Used
ExpCategory: 7 - MAINTENANCE						
1-700-701 VEHICLE MAINT	2,000.00	0.00	0.00	368.63	570.50	18.43%
1-700-702 EQUIP/MACHINE MAINT	165,000.00	12,312.08	1,447.04	84,467.30	114,751.84	51.19%
1-700-703 GROUNDS MAINT	15,000.00	105.00	180.00	2,487.71	4,821.36	16.58%
1-700-704 WELL FIELD MAINT	10,000.00	0.00	269.01	3,973.96	27,705.02	39.74%
1-700-710 HEATING & AIR COND MAINT	20,000.00	0.00	0.00	7,334.61	9,154.01	36.67%
1-700-711 BUILDING MAINT	7,500.00	3,243.17	0.00	4,320.20	7,182.47	57.60%
1-700-712 COMPUTER MAINT	2,675.00	0.00	0.00	0.00	3,084.88	0.00%
1-700-713 SAFETY EQUIPMENT MAINT	0.00	0.00	0.00	0.00	1,198.81	0.00%
1-700-714 CIWA METER PIT REPAIR	0.00	0.00	0.00	0.00	0.00	0.00%
1-700-715 GENERATOR	25,000.00	0.00	0.00	19,106.63	36,162.18	76.43%
ExpCategory 7 - MAINTENANCE Total:	247,175.00	15,660.25	1,896.05	122,059.04	204,631.07	49.38%
ExpCategory: 8 - CHEMICALS						
1-700-801 LIME	984,732.00	65,627.28	61,233.90	773,235.82	676,035.28	78.52%
1-700-802 CARBON-DIOXIDE/CO2	144,460.00	4,274.41	10,190.24	94,882.19	85,165.24	65.68%
1-700-803 Chlorine/CL2	160,500.00	7,082.75	9,933.00	100,471.80	112,259.98	62.60%
1-700-804 FLUORIDE	27,825.00	1,313.40	1,336.50	17,212.80	20,575.50	61.86%
1-700-805 POLY-PHOSPHATE	51,000.00	0.00	0.00	19,106.00	26,019.00	37.46%
1-700-807 POLYMER/SODA ASH	0.00	0.00	0.00	0.00	0.00	0.00%
1-700-808 AMMONIA	26,950.00	0.00	1,104.36	2,208.70	11,233.40	8.20%
ExpCategory 8 - CHEMICALS Total:	1,395,467.00	78,297.84	83,798.00	1,007,117.31	931,288.40	72.17%
ExpCategory: 9 - CONTRACT SERVICE						
1-700-908 LIME SLUDGE REMOVAL	650,000.00	0.00	25,000.00	92,002.00	374,998.00	14.15%
1-700-911 LABORATORY CONTRACT SERVICES	5,500.00	22.50	74.50	4,170.50	1,897.50	75.83%
ExpCategory 9 - CONTRACT SERVICE Total:	655,500.00	22.50	25,074.50	96,172.50	376,895.50	14.67%
Department 700 - PLANT Total:	4,360,589.00	232,313.59	238,173.23	2,890,377.36	3,083,265.07	66.28%

	2025-2026 Annual Budget	2025-2026 May Activity	2024-2025 May Activity	2025-2026 YTD Activity	2024-2025 YTD Activity	Percent Used
Department: 750 - DISTRIBUTION						
ExpCategory: 1 - EMPLOYEE SALARIES						
1-750-100 SALARIES	840,003.00	57,800.48	49,792.27	681,040.77	627,679.13	81.08%
ExpCategory 1 - EMPLOYEE SALARIES Total:	840,003.00	57,800.48	49,792.27	681,040.77	627,679.13	81.08%
ExpCategory: 2 - EMPLOYEE BENEFITS						
1-750-201 HEALTH INSURANCE	108,477.00	9,187.41	8,031.21	101,206.09	84,484.71	93.30%
1-750-202 PENSION	8,578.00	0.00	0.00	0.00	969.04	0.00%
1-750-203 IPERS	69,895.00	5,420.15	4,664.80	64,192.81	56,657.00	91.84%
1-750-204 FICA/MED	63,990.00	4,109.69	3,534.76	48,710.21	45,440.86	76.12%
1-750-205 LIFE INSURANCE	2,835.00	192.94	184.24	2,094.02	1,868.66	73.86%
1-750-206 MILEAGE	945.00	0.00	0.00	0.00	0.00	0.00%
1-750-207 REGISTRATION	4,200.00	0.00	32.29	0.00	969.51	0.00%
1-750-208 ANNUAL DUES	1,925.00	0.00	0.00	3,798.80	10,311.40	197.34%
1-750-209 DENTAL INSURANCE	1,200.00	90.00	80.00	1,000.00	1,124.06	83.33%
1-750-210 TUITION	5,000.00	0.00	0.00	0.00	34.14	0.00%
1-750-211 LODGING	1,550.00	0.00	0.00	0.00	0.00	0.00%
1-750-212 FOOD	945.00	0.00	0.00	79.12	199.99	8.37%
1-750-213 TRANSPORTATION	1,575.00	0.00	0.00	0.00	0.00	0.00%
1-750-214 SAFETY / CLOTHING	4,500.00	118.00	0.00	7,163.37	4,025.80	159.19%
1-750-215 SAFETY TRAINING	4,725.00	0.00	0.00	895.00	17.07	18.94%
1-750-216 MEDICAL(WORK COMP)	23,461.00	0.00	0.00	167.00	-358.00	0.71%
ExpCategory 2 - EMPLOYEE BENEFITS Total:	303,801.00	19,118.19	16,527.30	229,306.42	205,744.24	75.48%
ExpCategory: 4 - DEPRECIATION						
1-750-402 DISTRIBUTION DEPR	209,544.00	26,317.00	17,087.59	234,110.54	187,963.49	111.72%
1-750-403 METER DEPR	41,040.00	20,156.00	0.00	152,902.72	0.00	372.57%
1-750-406 VEHICLE DEPR	37,300.00	0.00	0.00	0.00	0.00	0.00%
1-750-407 EQUIPMENT DEPR	31,832.00	5,837.00	1,077.39	35,649.34	11,851.29	111.99%
1-750-408 BOOSTER STATION DEPR	5,000.00	362.00	361.37	3,978.22	3,975.07	79.56%
ExpCategory 4 - DEPRECIATION Total:	324,716.00	52,672.00	18,526.35	426,640.82	203,789.85	131.39%
ExpCategory: 5 - FUELS						
1-750-501 GAS	19,920.00	1,651.77	981.90	15,325.09	11,997.73	76.93%
1-750-502 OIL	2,100.00	0.00	0.00	0.00	1,726.40	0.00%
1-750-503 GREASE	0.00	0.00	0.00	0.00	0.00	0.00%
1-750-504 DIESEL	10,000.00	860.28	336.74	5,873.35	5,798.12	58.73%
1-750-505 LP FUEL	0.00	319.82	0.00	319.82	0.00	
ExpCategory 5 - FUELS Total:	32,020.00	2,831.87	1,318.64	21,518.26	19,522.25	67.20%
ExpCategory: 6 - SUPPLIES						
1-750-601 DISTRIBUTION SUPPLIES	42,000.00	392.06	1,069.82	21,489.98	33,263.39	51.17%
1-750-602 SHOP SUPPLIES	11,000.00	151.41	157.47	2,282.18	3,012.39	20.75%
1-750-603 LEAK SUPPLIES	75,000.00	115.97	0.00	117,038.64	160,425.06	156.05%
1-750-604 CONCRETE AND ROCK	50,000.00	5,666.39	19,406.73	62,968.62	71,070.56	125.94%
1-750-605 BOOSTER STATION SUPPLIES	2,675.00	0.00	0.00	0.00	0.00	0.00%
1-750-606 SAFETY EQUIPMENT	0.00	0.00	0.00	13.97	0.00	
1-750-608 HEALTH/FIRST AID	0.00	0.00	0.00	0.00	0.00	0.00%
1-750-609 COPIER SUPPLIES / MAINTENANCE AGREEMENT	2,535.00	0.00	0.00	0.00	0.00	0.00%
1-750-610 OPERATIONAL FEES, PERMITS, & CERTIFICATIONS	0.00	0.00	0.00	64.58	0.00	0.00%
1-750-611 SERVICE REPAIR SUPPLIES	2,000.00	244.64	0.00	400.38	0.00	20.02%
1-750-612 METER REPAIR SUPPLIES	5,885.00	90.50	0.00	3,586.92	0.00	60.95%
ExpCategory 6 - SUPPLIES Total:	191,095.00	6,660.97	20,634.02	207,845.27	267,771.40	108.77%
ExpCategory: 7 - MAINTENANCE						
1-750-701 VEHICLE MAINT	5,885.00	310.86	193.06	7,093.89	8,807.32	120.54%
1-750-702 EQUIP/MACHINE MAINT	26,000.00	1,697.94	105.40	17,021.92	34,285.12	65.47%
1-750-705 TOWER MAINT	165,000.00	0.00	0.00	0.00	8,601.80	0.00%
1-750-706 WELL FIELD MAINT	0.00	0.00	0.00	0.00	0.00	0.00%
1-750-707 RESERVOIR MAINT	10,000.00	0.00	0.00	0.00	0.00	0.00%
1-750-708 BOOSTER STATION MAINT	1,017.00	0.00	0.00	0.00	0.00	0.00%
1-750-712 COMPUTER MAINT	0.00	0.00	0.00	0.00	0.00	0.00%
1-750-713 SAFETY EQUIPMENT MAINT	0.00	0.00	0.00	0.00	0.00	0.00%
ExpCategory 7 - MAINTENANCE Total:	207,902.00	2,008.80	298.46	24,115.81	51,694.24	11.60%
Department 750 - DISTRIBUTION Total:	1,899,537.00	141,092.31	107,097.04	1,590,467.35	1,376,201.11	83.73%

	2025-2026 Annual Budget	2025-2026 May Activity	2024-2025 May Activity	2025-2026 YTD Activity	2024-2025 YTD Activity	Percent Used
Department: 790 - OFFICE						
ExpCategory: 1 - EMPLOYEE SALARIES						
1-790-100 SALARIES	779,699.00	37,981.39	94,908.02	549,773.35	681,063.72	70.51%
ExpCategory 1 - EMPLOYEE SALARIES Total:	779,699.00	37,981.39	94,908.02	549,773.35	681,063.72	70.51%
ExpCategory: 2 - EMPLOYEE BENEFITS						
1-790-201 HEALTH INSURANCE	58,530.00	3,111.86	1,887.57	38,039.73	31,633.35	64.99%
1-790-202 PENSION	38,851.00	2,049.14	2,349.83	23,584.00	32,430.18	60.70%
1-790-203 IPERS	34,664.00	1,419.29	2,602.31	23,668.15	26,131.37	68.28%
1-790-204 FICA/MED	59,205.00	2,769.63	7,137.56	40,401.92	50,320.41	68.24%
1-790-205 LIFE INSURANCE	3,090.00	209.46	209.63	2,273.37	2,153.65	73.57%
1-790-206 MILEAGE	1,050.00	0.00	0.00	0.00	386.82	0.00%
1-790-207 REGISTRATION	4,000.00	172.29	0.00	5,114.29	4,112.15	127.86%
1-790-208 ANNUAL DUES & SUBSCRIPTIONS	14,335.00	650.00	640.00	14,762.78	12,774.99	102.98%
1-790-209 DENTAL INSURANCE	600.00	-18.28	30.00	385.86	430.00	64.31%
1-790-210 TUITION	0.00	0.00	0.00	0.00	1,889.75	0.00%
1-790-211 LODGING	2,650.00	0.00	820.44	3,052.80	2,751.96	115.20%
1-790-212 FOOD	2,100.00	0.00	95.95	390.95	518.14	18.62%
1-790-213 TRANSPORTATION	3,885.00	0.00	0.00	592.04	40.00	15.24%
1-790-214 SAFETY / CLOTHING	210.00	797.50	0.00	1,263.44	99.13	601.64%
1-790-215 SAFETY TRAINING	0.00	0.00	0.00	0.00	0.00	0.00%
1-790-216 MEDICAL(WORK COMP)	18,047.00	0.00	0.00	0.00	0.00	0.00%
1-790-218 IOWA WORKFORCE WAGE REIMB	0.00	0.00	0.00	0.00	8,220.53	0.00%
1-790-220 PENSION SUPPLEMENT	130,000.00	10,000.00	10,000.00	120,000.00	120,000.00	92.31%
ExpCategory 2 - EMPLOYEE BENEFITS Total:	371,217.00	21,160.89	25,773.29	273,529.33	293,892.43	73.68%
ExpCategory: 3 - UTILITIES						
1-790-301 ELECTRIC	11,550.00	566.79	648.63	9,767.76	8,632.67	84.57%
1-790-302 GAS	3,000.00	72.51	95.13	3,693.26	3,413.35	123.11%
1-790-303 TELEPHONE	3,300.00	203.15	357.35	2,119.95	2,793.23	64.24%
1-790-304 STORM SEWER	1,500.00	184.80	0.00	924.00	1,096.00	61.60%
1-790-309 INTERNET	4,708.00	486.47	243.49	4,814.41	5,071.56	102.26%
ExpCategory 3 - UTILITIES Total:	24,058.00	1,513.72	1,344.60	21,319.38	21,006.81	88.62%
ExpCategory: 4 - DEPRECIATION						
1-790-404 BUILDING DEPR	21,230.00	2,018.00	1,683.72	20,192.32	18,520.92	95.11%
1-790-405 CAPITAL IMPROVEMENT DEPR	0.00	0.00	0.00	0.00	39.06	0.00%
1-790-407 EQUIPMENT DEPR	13,980.00	2,325.00	1,728.98	21,998.88	19,018.78	157.36%
ExpCategory 4 - DEPRECIATION Total:	35,210.00	4,343.00	3,412.70	42,191.20	37,578.76	119.83%
ExpCategory: 6 - SUPPLIES						
1-790-601 BILLING SUPPLIES	15,000.00	4,569.56	6,269.56	11,530.18	14,123.36	76.87%
1-790-602 ADMIN SUPPLIES	642.00	0.00	361.88	259.21	759.30	40.38%
1-790-604 BUILDING SUPPLIES	0.00	0.00	0.00	0.00	321.77	0.00%
1-790-605 GENERAL SUPPLIES	9,000.00	66.16	503.95	4,832.59	8,110.96	53.70%
1-790-606 SAFETY EQUIPMENT	0.00	0.00	0.00	0.00	627.41	0.00%
1-790-607 CLEANING SUPPLIES	1,000.00	0.00	130.32	1,105.78	595.27	110.58%
1-790-608 HEALTH/FIRST AID	1,000.00	7.19	28.94	186.42	449.80	18.64%
1-790-609 COPIER SUPPLIES / MAINTENANCE AGREEMENT	5,350.00	0.00	0.00	3,291.64	3,153.94	61.53%
1-790-610 OPERATIONAL FEES, PERMITS, & CERTIFICATIONS	9,500.00	94.50	0.00	4,776.32	3,503.85	50.28%
1-790-613 SECURITY	15,000.00	0.00	0.00	0.00	0.00	0.00%
ExpCategory 6 - SUPPLIES Total:	56,492.00	4,737.41	7,294.65	25,982.14	31,645.66	45.99%
ExpCategory: 7 - MAINTENANCE						
1-790-703 GROUNDS MAINT	0.00	0.00	612.99	96.91	678.72	
1-790-709 OFFICE MACHINE MAINT	2,675.00	203.30	360.00	251.29	477.26	9.39%
1-790-710 HEATING & AIR COND MAINT	749.00	0.00	0.00	125.00	0.00	16.69%
1-790-711 BUILDING MAINT	3,210.00	6.03	0.00	1,687.80	899.63	52.58%
1-790-712 COMPUTER MAINT	67,000.00	6,598.99	5,290.96	70,734.87	58,335.56	105.57%
ExpCategory 7 - MAINTENANCE Total:	73,634.00	6,808.32	6,263.95	72,895.87	60,391.17	99.00%

	2025-2026 Annual Budget	2025-2026 May Activity	2024-2025 May Activity	2025-2026 YTD Activity	2024-2025 YTD Activity	Percent Used
ExpCategory: 9 - CONTRACT SERVICE						
1-790-902 INSURANCE	96,000.00	28,054.00	2,825.77	157,224.62	31,083.47	163.78%
1-790-904 BANKING SERVICES	58,850.00	5,868.12	5,299.42	61,163.48	51,316.23	103.93%
1-790-905 CLEANING SERVICES	12,840.00	859.44	820.20	7,817.91	7,982.25	60.89%
1-790-906 ENGINEERING SERVICES	32,100.00	0.00	0.00	1,011.25	21,950.36	3.15%
1-790-907 COMPUTER PROGRAMING	0.00	0.00	0.00	0.00	0.00	0.00%
1-790-908 CONTRACT LABOR	0.00	0.00	0.00	0.00	0.00	0.00%
1-790-909 LEGAL SERVICES	40,000.00	1786.00	2,037.50	30,744.85	72,323.70	76.86%
1-790-910 ACCOUNTING SERVICES	62,800.00	0.00	7,500.00	38,161.60	27,840.80	60.77%
1-790-911 POSTAGE	50,000.00	2,659.56	2,460.00	26,015.79	29,903.51	52.03%
1-790-912 PUBLIC NOTICES	5,000.00	204.04	248.41	3,910.67	4,325.27	78.21%
1-790-921 ONE CALL PHONE LINE	0.00	0.00	0.00	0.00	0.00	0.00%
1-790-922 ONE CALL LOCATE CHARGES	8,000.00	1,161.20	1,467.50	5,123.90	8,738.00	64.05%
1-790-950 BAD DEBT	115,000.00	0.00	0.00	0.00	0.00	0.00%
1-790-953 INTEREST EXPENSE	110,000.00	0.00	0.00	43,090.00	46,560.00	39.17%
1-790-954 BOARD COMPENSATION	900.00	0.00	0.00	900.00	900.00	100.00%
1-790-955 RETURNED CHECKS	0.00	0.00	0.00	0.00	0.00	0.00%
1-790-956 SECURITY	30,000.00	1,872.32	0.00	5,509.46	2,745.00	18.36%
1-790-957 CONTRIBUTIONS	0.00	0.00	0.00	0.00	0.00	0.00%
1-790-958 ECONOMIC DEVELOPMENT	10,300.00	0.00	0.00	10,252.00	10,239.00	99.53%
1-790-960 BANK ADJUSTMENT	0.00	0.00	0.00	0.00	-832.14	0.00%
1-790-962 PENALTIES & INTEREST	0.00	0.00	0.00	-1,360.60	21,293.16	
ExpCategory 9 - CONTRACT SERVICE Total:	631,790.00	42,464.68	22,658.80	389,564.93	336,368.61	61.66%
Department 790 - OFFICE Total:	1,972,100.00	119,009.41	161,656.01	1,375,256.20	1,461,947.16	69.74%

DETAILED WATER WORKS BALANCE SHEET

Account	Name	Balance
Fund: 1 - WATER FUND		
Assets		
1-101-000	CASH ON HAND	1,238.00
1-102-000	PETTY CASH	300.00
1-103-000	CASH IN BANK	9,628,067.96
1-105-000	LESS : SINKING FUNDS	-440,119.84
1-130-000	ACCOUNTS RECEIVABLE	660,193.11
1-130-001	ACCOUNTS RECEIVABLE-AMP	-6,617.05
1-130-002	UNAPPLIED CREDITS	-61,445.36
1-130-004	NON CURRENT RECEIVABLES	46,294.89
1-131-000	MISC AR BILLINGS	111,863.70
1-131-002	MISC AR UNAPPLIED CREDITS	-71,623.07
1-132-000	INTEREST RECEIVABLE	6,999.08
1-137-000	PREPAID INSURANCE	112,442.36
1-139-000	PREPAID BILLING SUPPLIES	0.00
1-140-000	MERCHANDISE FOR RESALE	0.00
1-141-000	PREPAID LIME SLUDGE	107,998.00
1-142-000	PREPAID COMPUTER MAINT	63,913.99
1-144-000	DERECHO DAMAGER TRACKING ACCT	0.00
1-145-000	SINKING FUND	440,119.84
1-151-000	TEMP CASH INVESTMENT	299,999.74
1-154-000	CAPITAL RESERVE INVESTMEN	649,999.60
1-156-000	IMPROVEMENT FUND	-100,000.00
1-170-000	LAND	1,115,720.58
1-171-000	CONSTRUCTION IN PROGRESS	3,296,563.06
1-172-000	PLANT & SOURCE OF SUPPLY	30,834,044.92
1-173-000	ACCUMULATED DEPR - PLANT	-10,816,051.11
1-174-000	DISTRIBUTION SYSTEM & PIPE	17,913,999.40
1-175-000	ACCUM DEPR DISTRIBUTION	-4,873,917.28
1-176-000	METERS	3,446,446.37
1-177-000	ACCUM DEPR - METERS	-608,206.41
1-178-000	MACHINE & EQUIPMENT	574,612.87
1-179-000	ACCUM DEPR - MACH & EQUIP	-339,986.58
1-180-000	VEHICLES	362,194.09
1-181-000	ACCUM DEPR - VEHICLES	-255,573.60
1-182-000	CAPITAL IMPROVEMENTS	113,916.16
1-183-000	ACCUM DEPR - CAPITAL IMPROVEME	-97,652.11
1-184-000	CAPITAL IMPROV - BUILDINGS	780,128.13
1-185-000	ACCUM DEPR - BUILDINGS	-453,662.74
1-186-000	OFFICE EQUIPMENT	227,968.11
1-187-000	ACCUM DEPR - OFFICE EQUIPMENT	-145,538.23
1-188-000	BOOSTER STATION	240,068.58
1-189-000	ACCUM DEPR - BOOSTER STATION	-114,023.40
1-191-000	UNBILLED WATER USAGE	794,258.07
1-192-000	Defered Outflow - Pension	191,817.00
1-193-000	Deferred Outflow Resources - IPERS	284,839.00
	Total Assets:	53,921,589.83
		<u>53,921,589.83</u>
Liability		
1-220-000	ACCOUNTS PAYABLE	434,099.63
1-221-000	A/P PENDING	4,971.83
1-222-004	PAYABLE TO LANDFILL FUND	0.00
1-223-000	DEFERRED AMP REVENUE	-6,753.97
1-225-001	CURRENT REFUNDS PAYABLE	6,583.73
1-226-000	BOND INTEREST PAYABLE	7,654.00

Balance Sheet

As Of 05/31/2026

Account	Name	Balance
1-228-001	FEDERAL WITHHOLDING	0.00
1-228-002	FICA/MED WITHHOLDING	5,296.45
1-228-003	STATE WITHHOLDING	0.00
1-228-004	UNITED WAY	0.00
1-228-005	UNION DUES	0.00
1-228-006	INS WITHHELD	0.00
1-228-007	PRETAX INSURANCE WITHHELD	0.00
1-228-008	UNREIMB MEDICAL	0.00
1-228-010	PENSION	2,232.61
1-228-011	IPERS	4,437.04
1-228-012	COBRA	10,057.52
1-228-014	INS DEDUCTIBLE WITHHELD	-84,490.74
1-228-015	VOLUNTARY LIFE INSURANCE	0.00
1-228-016	CHILD SUPPORT	0.00
1-228-017	AFLAC	18.18
1-228-018	DENTAL INSURANCE WITHHELD	10.00
1-228-019	VISION INSURANCE WITHHELD	0.00
1-228-020	ACCRUED VACATION	170,143.22
1-228-021	ACCRUED PAYROLL	72,255.40
1-228-022	HSA	0.00
1-229-000	ACCRUED SALES TAX	2,347.45
1-229-001	AR MISC STATE SALES TAX	-375.79
1-229-002	AR MISC CITY SALES TAX	258.00
1-229-003	AR MISC SCHOOL SALES TAX	0.00
1-238-000	CURRENT PORTION OF DEBT	354,000.00
1-239-000	SRF LOAN	2,348,174.33
1-240-000	WA REVENUE CAPITAL LOAN NOTE	15,357,148.28
1-242-000	Deferred Inflow of Resources - Pension	0.00
1-243-000	Deferred Inflows of Resources - IPERS	3,926.00
1-244-000	Net Pension Liability-Pension	1,203,277.00
1-245-000	Net Pension Liabilities -IPERS	464,700.00
	Total Liability:	20,359,970.17
Equity		
1-270-000	RETAINED EARNINGS	29,664,120.60
	Total Beginning Equity:	29,664,120.60
Total Revenue		9,753,599.97
Total Expense		5,856,100.91
Revenues Over/Under Expenses		3,897,499.06
	Total Equity and Current Surplus (Deficit):	33,561,619.66
	Total Liabilities, Equity and Current Surplus (Deficit):	<u>53,921,589.83</u>

Pooled Cash Report

Marshalltown Water Works, IA

For the Period Ending 5/31/2026

ACCOUNT #	ACCOUNT NAME	BEGINNING BALANCE	CURRENT ACTIVITY	CURRENT BALANCE	
<u>CLAIM ON CASH</u>					
1-103-000	CASH IN BANK	6,975,075.47	2,652,992.49	9,628,067.96	
2-103-000	CLAIM ON CASH IN BANK	403,053.75	21,355.10	424,408.85	
3-103-000	CLAIM ON CASH IN BANK	108,765.14	4,001.39	112,766.53	
4-103-000	CLAIM ON CASH IN BANK	10,318.05	2,330.73	12,648.78	
6-106-000	SEWER DEPOSITS CASH	155,485.30	1,140.00	156,625.30	
7-104-000	WATER DEPOSITS CASH	122,453.36	988.81	123,442.17	
TOTAL CLAIM ON CASH		<u>7,775,151.07</u>	<u>2,682,808.52</u>	<u>10,457,959.59</u>	
<u>CASH IN BANK</u>					
Cash in Bank					
9-103-000	POOLED CASH	7,612,220.77	2,688,293.52	10,300,514.29	
9-106-000	POOL CASH - SW DEPOSITS	162,930.30	(5,485.00)	157,445.30	
TOTAL: Cash in Bank		<u>7,775,151.07</u>	<u>2,682,808.52</u>	<u>10,457,959.59</u>	
TOTAL CASH IN BANK		<u>7,775,151.07</u>	<u>2,682,808.52</u>	<u>10,457,959.59</u>	
<u>DUE TO OTHER FUNDS</u>					
9-222-000	DUE TO OTHER FUNDS	7,544,550.77	2,678,588.52	10,223,139.29	
9-222-006	DUE TO SW MTR DEPOSITS	230,600.30	4,220.00	234,820.30	
TOTAL DUE TO OTHER FUNDS		<u>7,775,151.07</u>	<u>2,682,808.52</u>	<u>10,457,959.59</u>	
Claim on Cash	10,457,959.59	Claim on Cash	10,457,959.59	Cash in Bank	10,457,959.59
Cash in Bank	10,457,959.59	Due To Other Funds	10,457,959.59	Due To Other Funds	10,457,959.59
Difference	<u>0.00</u>	Difference	<u>0.00</u>	Difference	<u>0.00</u>

ACCOUNT #	ACCOUNT NAME	BEGINNING BALANCE	CURRENT ACTIVITY	CURRENT BALANCE	
ACCOUNTS PAYABLE PENDING					
1-221-000	A/P PENDING	4,971.83	0.00	4,971.83	
2-221-000	A/P PENDING	0.00	0.00	0.00	
3-221-000	A/P PENDING	0.00	0.00	0.00	
4-221-000	A/P PENDING	0.00	0.00	0.00	
6-221-000	A/P PENDING	0.00	0.00	0.00	
TOTAL ACCOUNTS PAYABLE PENDING		<u>4,971.83</u>	<u>0.00</u>	<u>4,971.83</u>	
DUE FROM OTHER FUNDS					
9-190-001	DUE FROM WATER FUND	0.00	0.00	0.00	
9-190-002	DUE FROM SEWER FUND	0.00	0.00	0.00	
9-190-003	DUE FROM STORM SEWER FUND	0.00	0.00	0.00	
9-190-004	DUE FROM LANDFILL FUND	0.00	0.00	0.00	
9-190-006	DUE FROM SW MTR DEPOSIT	0.00	0.00	0.00	
TOTAL DUE FROM OTHER FUNDS		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	
ACCOUNTS PAYABLE					
9-221-000	ACCOUNT PAYABLE	0.00	0.00	0.00	
TOTAL ACCOUNTS PAYABLE		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	
AP Pending	4,971.83	AP Pending	4,971.83	Due From Other Funds	0.00
Due From Other Funds	<u>0.00</u>	Accounts Payable	<u>0.00</u>	Accounts Payable	<u>0.00</u>
Difference	<u>4,971.83</u>	Difference	<u>4,971.83</u>	Difference	<u>0.00</u>

MARSHALLTOWN WATER WORKS
INVESTMENT BREAKDOWN
MAY 2026

ACCOUNT	FUND	MAY INTEREST RATE	APRIL INTEREST RATE	DATE ISSUED	DATE MATURED	CURRENT VALUE	PREVIOUS VALUE
UNITED BANK & TRUST		1.26%	1.26%	07/01/07	DAILY	\$ 10,243,961.45	\$ 7,604,200.92
UNITED BANK & TRUST - SWEEP ACCT		1.26%	1.25%	07/03/17	DAILY	\$ 1,000.00	\$ 1,000.00
TRANSFER IN TRANSIT(SWEEP TO OP)						\$ 0.99	\$ 1.03
CD 400000959017 Alerus	Cap Reserve	3.60%	3.60%	12/30/25	12/30/26	\$ 300,000.00	\$ 300,000.00
CD 16161 United Bank & Trust	Tower Maintenance	4.06%	4.06%	06/26/25	06/26/26	\$ 150,000.00	\$ 150,000.00
CD 62523 GNB Bank	General	3.78%	3.78%	09/24/25	09/24/26	\$ 100,000.00	\$ 100,000.00
CD 62524 GNB Bank	General	3.78%	3.78%	09/24/25	09/24/26	\$ 100,000.00	\$ 100,000.00
CD 62595 GNB Bank	General	3.70%	3.70%	10/22/25	10/22/26	\$ 100,000.00	\$ 100,000.00
CD 400000959442 Alerus	General	3.55%	3.55%	03/06/26	03/06/27	\$ 100,000.00	\$ 100,000.00
SUB TOTAL						\$ 11,094,962.44	\$ 8,455,201.95

CURRENT TOTAL	\$ 11,094,962.44
Current Average Monthly Yield	1.449%
LAST MONTH TOTAL	\$8,455,201.95
Last Month Average Monthly Yield	1.508%
LAST YEAR TOTAL	\$7,700,820.08
Last Year Average Monthly Yield	1.553%

MARSHALLTOWN WATER WORKS

CAPITAL IMPROVEMENTS

JULY 1, 2025 - JUNE 30, 2026

AS OF MAY 31, 2026

AS OF MAY 31, 2026							
	Project		BUDGET	EXPENDITURES			REMAINING
	#		2025-2026	2025-2026	PRIOR YEARS	PROJECT TOTAL	EXPENDITURES
1172-000-PLANT & SOURCE OF SUPPLY							
Inspect/Rehab 2 Wells	135	21904	\$200,000.00	\$7,500.00	\$699,778.89	\$707,278.89	\$192,500.00
Chemical Feed System upgrades	143	12005	\$10,000.00		\$12,168.02	\$12,168.02	\$10,000.00
Treatment Expansion Design/Engineering	144	12006	\$4,702,075.00	\$837,968.73	\$2,947,036.26	\$3,785,004.99	\$3,864,106.27
RO Membrane Treatment Process Train Construction	169	12503	\$12,000,000.00	\$10,576,607.52	\$0.00	\$10,576,607.52	\$1,423,392.48
Wellfield Expansion	148	22101	\$750,000.00	\$105,194.99	\$255,674.64	\$360,869.63	\$644,805.01
Plumbing Replacement	163	12501	\$50,000.00	\$10,857.80	\$48,101.61	\$58,959.41	\$39,142.20
Electrical Upgrades			\$69,500.00		\$464.10	\$464.10	\$69,500.00
HVAC Replacement	164	12502	\$238,000.00		\$8,700.00	\$8,700.00	\$238,000.00
Valve and Actuator Replacement			\$50,000.00		\$0.00	\$0.00	\$50,000.00
Lab Equipment			\$7,000.00	\$6,328.34	\$0.00	\$6,328.34	\$671.66
1170-000-LAND							
1174-000-DISTRIBUTION SYSTEM							
Valve and Hydrant Replacement			\$25,000.00		\$31,538.77	\$31,538.77	\$25,000.00
West High St Main Replacement	162	32403	\$225,000.00	\$84,246.38	\$149,732.36	\$233,978.74	\$140,753.62
City/MWW Projects							
- Main Street	165	32501	\$500,000.00		\$250,000.00	\$250,000.00	\$500,000.00
1176-000 - METERS							
Meter Replacement Program	155	92301	\$25,000.00	\$9,569.68	\$2,771,784.84	\$2,781,354.52	\$15,430.32
1178-000 - EQUIPMENT							
Excavator			\$150,000.00	\$93,922.04		\$93,922.04	\$56,077.96
1180-000-VEHICLES							
						\$0.00	\$0.00
1182-000-GENERAL							
						\$0.00	\$0.00
1184-000-BUILDING							
Alley Resurfacing	166	52501	\$25,000.00		\$12,702.64	\$12,702.64	\$25,000.00
Replace Flooring	167	52502				\$0.00	\$0.00
1186-000-OFFICE EQUIPMENT							
Computer Replacements	156	102201	\$10,000.00	\$2,682.20	\$67,122.84	\$69,805.04	\$7,317.80
Mail Stuffer/Folder			\$5,000.00				\$5,000.00
Cybersecurity			\$50,000.00	\$7,725.00	\$0.00	\$7,725.00	\$42,275.00
Work Order Program							\$0.00
1188-000 BOOSTER STATION							
VFD	168	72501	\$30,000.00	\$19,416.00	\$0.00	\$19,416.00	\$10,584.00
Total FY 25-26			\$19,121,575.00	\$11,762,018.68	\$7,254,804.97	\$19,016,823.65	\$7,359,556.32

**A RESOLUTION SETTING PUBLIC HEARING ON
FISCAL YEAR 2025-2026 CAPITAL IMPROVEMENT PLAN AMENDMENT**

WHEREAS, the Board of Trustees of the Marshalltown Water Works has determined that it is necessary and in the public interest to plan for future capital improvements of the drinking water system, and

WHEREAS, before said Capital Improvement Plan may be amended and adopted, it is necessary to hold a public hearing,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE MARSHALLTOWN WATER WORKS, AS FOLLOWS:

That the General Manager and Secretary be and is hereby directed to publish public notice of hearing in a local newspaper, said publication to be not less than four clear days nor more than twenty days hereinafter fixed as the date for a public hearing on the proposed Fiscal Year 2025-2026 Capital Improvement Plan Amendment, said hearing to be at 205 E State St, Marshalltown Iowa on _____, 2026, beginning at _____.

Passed this ____ day of _____, 2026 and signed this ____ day of _____, 2026.

Laura Eilers, Chairperson

Attest:

Zachary Maxfield, Secretary



June 11, 2026

Marshalltown Water Works
205 E State Street
PO Box 205
Marshalltown, IA 50158

Attn: Mr. Zach Maxfield

Re: Marshalltown Water Works Reverse Osmosis Membrane Treatment Process Train
Contractor's Payment Application No. 9
DWSRF No. FS-64-23-DWSRF-079
HDR Project No. 10352507
Shank Project No. 1329

Dear Mr. Maxfield,

Transmitted herewith the Contractor's Payment Application No. 9 for the referenced project for the period from May 1, 2026, through May 31, 2026. HDR has reviewed the final revised application and recommends payment in the amount of \$2,842,169.02.

This application includes installation costs for approximately 71.0 percent of the drilled shafts, 100 percent of north site removals, and 26.4 percent of the finished water installation. This application also includes Building 11 costs for approximately 95 percent of concrete encasement, 52.8 percent of the mat slab installation, and 15.0 percent of walls. It also includes 60 percent excavation costs and 3.2 percent of the base slab installation costs for the Detention Tank. This application also includes approximately 26.8 percent of the Building 12 base slab costs.

In addition, the application includes subcontractor costs for 20.3 percent of plumbing, 7.0 percent of electrical, and 53.3 percent of the process valve package. It also includes costs for approved shop drawing submittals for precast concrete. Finally, the application includes additional costs for stored materials, including the required documentation, for process piping, valves, fittings, and accessories; plumbing fittings; and rebar for piping encasements, building foundations, and drilled piers.

Project certified payrolls are required on this pay application and all future pay applications. The Engineer has reviewed the certified payrolls submitted by Shank Constructors Inc., DM2, Price Industrial Electric, JR Revar Steel, LLC, McClure Engineering Co, and Northern Dewatering with Pay Application No. 9. The payrolls cover the period from March 29, 2026, through May 30, 2026. The submitted certified payrolls have been reviewed for compliance with the Davis-Bacon wage requirements for this project. The Contractor is up to date on certified payroll submissions.

If for any reason an amount other than the amount recommended by HDR is paid on account of this Application for Payment No. 9, please advise so that subsequent applications are prepared to reflect the correct previous payment amount.

If you have any questions, please contact me at 515-280-4962.

hdrinc.com

300 E Locust Street Suite 210
Des Moines, IA 50309-1823
(515) 280-4940

Sincerely,
HDR Engineering, Inc.



Adam A. Smith, PE, CDT
Project Manager

Copy: Deborah McElroy, MWW
Katie Kinsey, HDR
Walter Smith, Shank Constructors

Bryce Trpkosh, HDR
Ed Sidle, HDR

Contractor's Application for Payment No.

09 (Nine)

Application Period: 5/1/2026 to 5/31/2026

Application Date: 5/31/2026

To (Owner):	Marshalltown Water Works Marshalltown, Iowa	From (Contractor):	Shank Constructors, Inc. 3501 85th Avenue North, Brooklyn Park, MN 55443	Via (Engineer):	HDR Engineering, Inc. 300 E. Locust, Suite 210 Des Moines IA
Owner's DWSRF Number:	FS-77-18-DWSRF-016	Contractor's Contract Number:	1329	Engineer's Project Number:	10352507
Project:	Marshalltown Water Works Reverse Osmosis Membrane Treatment Process Train		Contract:	Reverse Osmosis Membrane Treatment Process Train	

Application For Payment - Change Order Summary		
Approved Change Orders		
Number	Additions	Deductions
Totals:	\$ -	\$ -
Net Change by Change Order:	\$ -	

1. Original Contract Price.....	\$	57,675,800.00
2. Net change by Change Orders.....	\$	-
3. Current Contract Price (Line 1 ± 2).....	\$	57,675,800.00
4. Total Completed and Stored to Date (Column F on Progress Estimate).....	\$	13,761,569.51
5. Retainage		
a. 3.00% X \$ 12,620,419.05 Work Completed.....	\$	378,612.57
b. 3.00% X \$ 1,141,150.46 Stored Material.....	\$	34,234.51
c. Early Release of Retainage.....	\$	-
d. Total Retainage (Line 5a + Line 5b - Line 5c).....	\$	412,847.08
6. Amount Eligible to Date (Line 4 - Line 5d).....	\$	13,348,722.43
7. Less Previous Payments (Line 6 from prior Application).....	\$	10,506,553.41
8. Amount Due This Application.....	\$	2,842,169.02
9. Balance to Finish, Plus Retainage (Column G on Progress Estimate + Line 5 above).....	\$	44,327,077.57

Contractor's Certification

The undersigned Contractor certifies, to the best of its knowledge, the following:

(1) All previous progress payments received from Owner on account of Work done under the Contract have been applied on account to discharge Contractor's legitimate obligations incurred in connection with the Work covered by prior Applications for Payment;

(2) Title to all Work, materials and equipment incorporated in said Work, or otherwise listed in or covered by this Application for Payment, will pass to Owner at time of payment free and clear of all Liens, security interests, and encumbrances (except such as are covered by a bond acceptable to Owner indemnifying Owner against any such Liens, security interest, or encumbrances); and

(3) All the Work covered by this Application for Payment is in accordance with the Contract Documents and is not defective.

By: Walter Smith Date: 06/01/2026

Payment of: \$2,842,169.02
(Line 8 or other - attach explanation of the other amount)

is recommended by: Adam A Smith HDR Project Manager 06/11/2026
(Engineer) (Date)

Payment of: _____
(Line 8 or other - attach explanation of the other amount)

is approved by: _____
(Owner) (Date)

Approved by: _____
Funding Agency (if applicable) (Date)

General Subcontractors

	A	B	C	D	E	F	G	H	I	
1	Progress Estimate - Lump Sum Work						Contractor's Application			
2	For (Contract): Marshalltown Water Works 6 MGD RO Membrane					Application Number:	09 (Nine)			
3										
4	Application Period:		5/1/2026	to	5/31/2026	Application Date:	5/31/2026			
5										
6			Work Completed							
7	A	B	C	D	E	F		G		
8	Specification Section Number	Description	Scheduled Value (\$)	From Previous Application (C+D)	This Period	Materials Presently Stored (not in C or D)	Total Completed and Stored to Date (C + D + E)	% (F/B)	Balance to Finish (B - F)	
9	Division 01 - General Requirements									
10	01.01	Bonds & Insurance	\$ 1,153,516.00	\$ 1,153,516.00			\$ 1,153,516.00	100.00%	\$ -	
11	01 29 73	Mobilization #1	\$ 576,758.00	\$ 576,758.00			\$ 576,758.00	100.00%	\$ -	
12	01 29 73	Mobilization #2	\$ 576,758.00	\$ 576,758.00			\$ 576,758.00	100.00%	\$ -	
13	01 29 73	Demobilization	\$ 576,758.00	\$ -			\$ -	0.00%	\$ 576,758.00	
14	Division 03 - Concrete									
15		Precast (SUBCONTRACTED - Molin Sioux Falls Inc.)	\$ 1,763,300.00	\$ -	\$ 141,064.00		\$ 141,064.00	8.00%	\$ 1,622,236.00	
16	Division 04 - Masonry									
17		Masonry (SUBCONTRACTED - Masonry Inc.)	\$ 113,657.00	\$ 9,093.00			\$ 9,093.00	8.00%	\$ 104,564.00	
18	Division 05 - Metals									
19		Metals Fabrications (SUBCONTRACTED - Breuer Metals)	\$ 956,000.00	\$ 76,480.00			\$ 76,480.00	8.00%	\$ 879,520.00	
20	Division 06 - Wood, Plastics, and Composites									
21		Fiberglass Grating (SUBCONTRACTED - Glass Steel, Inc.)	\$ 125,000.00	\$ -			\$ -	0.00%	\$ 125,000.00	
22	Division 07 - Thermal and Moisture Protection									
23	07 54 19	Roofing (SUBCONTRACTED - Central States Roofing)	\$ 368,826.00	\$ -			\$ -	0.00%	\$ 368,826.00	
24	Division 08 - Openings									
25	08 16 13	Fiberglass Doors and Hardware (SUBCONTRACTED - Bredemus Hardware Co)	\$ 151,229.00	\$ 12,100.00			\$ 12,100.00	8.00%	\$ 139,129.00	
26	08 31 00	Access Doors (SUBCONTRACTED - Nystrom)	\$ 18,804.00	\$ 18,100.70			\$ 18,100.70	96.26%	\$ 703.30	
27	08 33 22	Overhead Doors (SUBCONTRACTED - Overhead Door Company)	\$ 75,995.00	\$ -			\$ -	0.00%	\$ 75,995.00	

General Subcontractors

	A	B	C	D	E	F	G	H	I
6			Work Completed						
7	A		B	C	D	E	F		G
8	Specification Section Number	Description	Scheduled Value (\$)	From Previous Application (C+D)	This Period	Materials Presently Stored (not in C or D)	Total Completed and Stored to Date (C + D + E)	% (F/B)	Balance to Finish (B - F)
28	08 51 13	Aluminum Windows and Glazing (SUBCONTRACTED - Comiskey Glass)	\$ 44,650.00	\$ 3,572.00			\$ 3,572.00	8.00%	\$ 41,078.00
29	Division 09 - Finishes								
30		Coatings and Sealant (SUBCONTRACTED - Area Pro Painting)	\$ 765,000.00	\$ 61,200.00			\$ 61,200.00	8.00%	\$ 703,800.00

General Subcontractors

	A	B	C	D	E	F	G	H	I
6			Work Completed						
7	A		B	C	D	E	F		G
8	Specification Section Number	Description	Scheduled Value (\$)	From Previous Application (C+D)	This Period	Materials Presently Stored (not in C or D)	Total Completed and Stored to Date (C + D + E)	% (F/B)	Balance to Finish (B - F)
31	Division 10 - Specialties								
32		Specialties (SUBCONTRACTED - TBD)	\$ 28,951.00	\$ -			\$ -	0.00%	\$ 28,951.00
33	Division 21 - Fire Suppression								
34		Fire Protection (SUBCONTRACTED - Summit Fire Protection)	\$ 140,000.00	\$ 11,200.00			\$ 11,200.00	8.00%	\$ 128,800.00
35	Division 22 - Plumbing								
36		Plumbing	\$ 800,000.00	\$ 97,277.43	\$ 56,560.00	\$ 8,321.89	\$ 162,159.32	20.27%	\$ 637,840.68
37	Division 23 - Heating, Ventilating, and Air Conditioning (HVAC)								
38		HVAC (SUBCONTRACTED - All Iowa Mechanical)	\$ 1,586,900.00	\$ 63,480.00	\$ 31,738.00		\$ 95,218.00	6.00%	\$ 1,491,682.00
39	Division 26 - Electrical								
40		Electrical & Controls (SUBCONTRACTED - Price Electric)	\$ 9,317,355.00	\$ 604,060.83	\$ 15,600.00	\$ 34,075.61	\$ 653,736.44	7.02%	\$ 8,663,618.56
41	Division 31- Earthwork								
42	31 23 19	Dewatering (SUBCONTRACTED - Northern Dewatering)	\$ 2,061,600.00	\$ -	\$ 323,513.00		\$ 323,513.00	15.69%	\$ 1,738,087.00
43	31 63 29	Drilled Piers (SUBCONTRACTED - DM2)	\$ 3,148,310.00	\$ 1,586,433.41	\$ 648,866.69		\$ 2,235,300.10	71.00%	\$ 913,009.90
44	Division 32- Exterior Improvements								
45	32 12 16	Asphalt Concrete Vehicular Paving (SUBCONTRACTED - PLS Paving)	\$ 33,055.00	\$ -			\$ -	0.00%	\$ 33,055.00
46	32 13 13	Concrete Pavement (SUBCONTRACTED - TBD)	\$ 192,260.00	\$ -			\$ -	0.00%	\$ 192,260.00
47	32 31 19	Chain Link Fence and Gates (SUBCONTRACTED - Des Moines Steel Fence)	\$ 55,455.00	\$ 3,560.00			\$ 3,560.00	6.42%	\$ 51,895.00
48	32 92 00	Seeding Landscaping and Erosion Control (SUBCONTRACTED - Stevens Erosion Control)	\$ 74,200.00	\$ 22,080.00	\$ 2,600.00		\$ 24,680.00	33.26%	\$ 49,520.00
49	Division 33 - Utilities								
50	33 31 11	Trenchless Crossings (SUBCONTRACTED - Rognes Corp)	\$ 1,428,685.00	\$ 276,038.95			\$ 276,038.95	19.32%	\$ 1,152,646.05
51	Division 40 - Process Interconnections								
52	40 05 51	Process Valve Package (SUBCONTRACTED - Mellen & Associates)	\$ 2,226,375.00	\$ 715,280.01		\$ 471,552.22	\$ 1,186,832.23	53.31%	\$ 1,039,542.77

General Subcontractors

	A	B	C	D	E	F	G	H	I
6				Work Completed					
7	A		B	C	D	E	F		G
8	Specification Section Number	Description	Scheduled Value (\$)	From Previous Application (C+D)	This Period	Materials Presently Stored (not in C or D)	Total Completed and Stored to Date (C + D + E)	% (F/B)	Balance to Finish (B - F)
53	Division 41 - Material Processing and Handling Equipment								
54	41 22 13	Hoists and Cranes (SUBCONTRACTED - AFE Crane)	\$ 38,240.00	\$ -			\$ -	0.00%	\$ 38,240.00

General Subcontractors

	A	B	C	D	E	F	G	H	I
6			Work Completed						
7	A		B	C	D	E	F		G
8	Specification Section Number	Description	Scheduled Value (\$)	From Previous Application (C+D)	This Period	Materials Presently Stored (not in C or D)	Total Completed and Stored to Date (C + D + E)	% (F/B)	Balance to Finish (B - F)
55	Division 43 - Process Gas and Liquid Handling, Purification and Storage Equipment								
56	43 11 33	Rotary Lobe Blowers (SUBCONTRACTED - Bert Gurney)	\$ 177,101.00	\$ -			\$ -	0.00%	\$ 177,101.00
57	43 21 22	Horizontal Split Case Pumps (SUBCONTRACTED - Andritz Inc.)	\$ 502,700.00	\$ -			\$ -	0.00%	\$ 502,700.00
58	43 23 25	Mag Drive Pumps (SUBCONTRACTED - Hutcheson Engineering Products)	\$ 13,200.00	\$ 1,056.00			\$ 1,056.00	8.00%	\$ 12,144.00
59	43 24 27	Vertical Turbine Pumps (SUBCONTRACTED - Vessco Inc.)	\$ 325,852.00	\$ -			\$ -	0.00%	\$ 325,852.00
60	43 25 13	Submersible End Suction Pumps (SUBCONTRACTED - Polution Control Systems)	\$ 46,503.00	\$ -			\$ -	0.00%	\$ 46,503.00
61	43 41 43	Polyethylene Chemical Tanks (SUBCONTRACTED - Smit Group)	\$ 219,604.00	\$ 8,780.00			\$ 8,780.00	4.00%	\$ 210,824.00
62	Division 46 - Water and Wastewater Equipment								
63	46 33 11	Chemical Feed Systems (SUBCONTRACTED - Vessco Inc.)	\$ 645,000.00	\$ -			\$ -	0.00%	\$ 645,000.00
64	46 51 22	Forced Draft Aerator (SUBCONTRACTED - Vessco Inc.)	\$ 139,000.00	\$ -			\$ -	0.00%	\$ 139,000.00
65	46 61 13	Filter Media (SUBCONTRACTED - Red Flint Sand)	\$ 147,380.00	\$ 11,790.00			\$ 11,790.00	8.00%	\$ 135,590.00
66	46 61 23	Gravity Filter and Troughs (SUBCONTRACTED - Orthos Liquid Systems)	\$ 481,000.00	\$ -			\$ -	0.00%	\$ 481,000.00
67		RO Filter System Package (SUBCONTRACTED - Harn RO)	\$ 2,423,921.00	\$ 32,541.00			\$ 32,541.00	1.34%	\$ 2,391,380.00
68	BUILDING SUMMARY								
69	01	Sitework Summary	\$ 11,065,989.00	\$ 2,278,437.71	\$ 41,960.00	\$ 621,923.74	\$ 2,942,321.45	26.59%	\$ 8,123,667.55
70	02	Sand Road High Service Pump Summary	\$ 195,640.00	\$ 79,929.07	\$ -	\$ -	\$ 79,929.07	40.86%	\$ 115,710.93
71	04	Existing WTP Summary	\$ 41,765.00	\$ -	\$ -	\$ -	\$ -	0.00%	\$ 41,765.00
72	10	Sand Road Detention Tank Summary	\$ 1,599,420.00	\$ 1,063.00	\$ 206,442.00	\$ -	\$ 207,505.00	12.97%	\$ 1,391,915.00
73	11	Sand Road Treatment Building Summary	\$ 6,976,815.00	\$ 2,125,932.69	\$ 282,384.60	\$ 5,277.00	\$ 2,413,594.29	34.59%	\$ 4,563,220.71
74	12	Sand Road Chemical Building Summary	\$ 1,719,500.00	\$ 399,353.42	\$ 38,192.41	\$ -	\$ 437,545.83	25.45%	\$ 1,281,954.17

General Subcontractors

	A	B	C	D	E	F	G	H	I
6			Work Completed						
7	A		B	C	D	E	F		G
8	Specification Section Number	Description	Scheduled Value (\$)	From Previous Application (C+D)	This Period	Materials Presently Stored (not in C or D)	Total Completed and Stored to Date (C + D + E)	% (F/B)	Balance to Finish (B - F)
75	13	Chemical and Pump Building Summary	\$ 2,557,773.00	\$ 25,627.13	\$ -	\$ -	\$ 25,627.13	1.00%	\$ 2,532,145.87
76	CHANGE ORDERS								
77			\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
78			\$ -	\$ -	\$ -	\$ -	\$ -		
79			\$ -	\$ -	\$ -	\$ -	\$ -		
80		Total	\$ 57,675,800.00	\$ 10,831,498.35	\$ 1,788,920.70	\$ 1,141,150.46	\$ 13,761,569.51	23.86%	\$ 43,914,230.49

Site Work

	A	B	C	D	E	F	G	H	I	
1	Progress Estimate - Lump Sum Work					Contractor's Application				
2	For (Contract):	Marshalltown Water Works 6 MGD RO Membrane				Application Number:	09 (Nine)			
3										
4	Application Period:	5/1/2026	to	5/31/2026	Application Date:	5/31/2026				
5										
6	A		B		Work Completed		E	F		G
7					C	D				
8	Specification Section Number	Description	Scheduled Value (\$)	From Previous Application (C+D)	This Period	Materials Presently Stored (not in C or D)	Total Completed and Stored to Date (C + D + E)	% (F/B)	Balance to Finish (B - F)	
9	SITE 01									
10		South Site Removals	\$ 92,685.00	\$ -			\$ -	0.00%	\$ 92,685.00	
11		North Site Removals	\$ 225,807.00	\$ 207,407.00	\$ 18,400.00		\$ 225,807.00	100.00%	\$ -	
12	Division 03 - Concrete									
13		Site Misc Concrete	\$ 250,000.00	\$ -			\$ -	0.00%	\$ 250,000.00	
14		Lagoon Concrete	\$ 196,425.00	\$ -			\$ -	0.00%	\$ 196,425.00	
15	Division 31- Earthwork									
16		South Strip Top Soil	\$ 35,750.00	\$ -			\$ -	0.00%	\$ 35,750.00	
17		North Site Strip Top Soil	\$ 98,600.00	\$ 98,600.00			\$ 98,600.00	100.00%	\$ -	
18		South Site Grading	\$ 57,700.00	\$ -			\$ -	0.00%	\$ 57,700.00	
19		North Site Grading	\$ 150,350.00	\$ 28,815.00			\$ 28,815.00	19.17%	\$ 121,535.00	
20		Paving Prep	\$ 25,730.00	\$ -			\$ -	0.00%	\$ 25,730.00	
21	Division 33 - Utilities									
22		Finish Water 1	\$ 1,661,548.00	\$ 429,484.33		\$ 44,295.38	\$ 473,779.71	28.51%	\$ 1,187,768.29	
23		Finish Water 2	\$ 3,463,512.00	\$ 382,407.36	\$ 23,560.00	\$ 507,880.70	\$ 913,848.06	26.39%	\$ 2,549,663.94	
24		Raw Water	\$ 1,747,346.00	\$ 418,268.83		\$ 64,442.70	\$ 482,711.53	27.63%	\$ 1,264,634.47	
25		Finish Water 3	\$ 455,560.00	\$ 72,901.99		\$ 63.84	\$ 72,965.83	16.02%	\$ 382,594.17	
26		RSD Force Main	\$ 1,273,882.00	\$ 287,878.00		\$ 4,515.05	\$ 292,393.05	22.95%	\$ 981,488.95	
27		Sanitary Sewer	\$ 299,698.00	\$ 12,134.50			\$ 12,134.50	4.05%	\$ 287,563.50	
28		Potable Water	\$ 283,554.00	\$ 258,492.08		\$ 75.88	\$ 258,567.96	91.19%	\$ 24,986.04	
29		Natural Gas	\$ 133,314.00	\$ -			\$ -	0.00%	\$ 133,314.00	
30		RSD Lagoons	\$ 239,480.00	\$ 56,986.19			\$ 56,986.19	23.80%	\$ 182,493.81	
31		Decant	\$ 285,401.00	\$ 15,208.16		\$ 650.19	\$ 15,858.35	5.56%	\$ 269,542.65	
32		Chemical	\$ 89,647.00	\$ 9,854.28			\$ 9,854.28	10.99%	\$ 79,792.72	
33										
34		Total	\$ 11,065,989.00	\$ 2,278,437.72	\$ 41,960.00	\$ 621,923.74	\$ 2,942,321.46	26.59%	\$ 8,123,667.54	

	A	B	C	D	E	F	G	H	I
1	Progress Estimate - Lump Sum Work					Contractor's Application			
2	For (Contract): Marshalltown Water Works 6 MGD RO Membrane					Application Number:	09 (Nine)		
3									
4	Application Period:		5/1/2026	to	5/31/2026	Application Date:		5/31/2026	
5									
6			Work Completed						
7	A	B	C	D	E	F		G	
8	Specification Section Number	Description	Scheduled Value (\$)	From Previous Application (C+D)	This Period	Materials Presently Stored (not in C or D)	Total Completed and Stored to Date (C + D + E)	% (F/B)	Balance to Finish (B - F)
9	BUILDING 02 - SAND ROAD HIGH SERVICE PUMP BUILDING								
10				\$ -			\$ -		\$ -
11	Division 03 - Concrete								
12		Concrete	\$ 36,360.00	\$ -			\$ -	0.00%	\$ 36,360.00
13	Division 40 - Process Interconnections								
14		Process Pipe and Fittings	\$ 122,110.00	\$ 79,929.06			\$ 79,929.06	65.46%	\$ 42,180.94
15		Process Equipment Installation	\$ 18,620.00	\$ -			\$ -	0.00%	\$ 18,620.00
16		Process Pipe Hangers and Supports	\$ 1,620.00	\$ -			\$ -	0.00%	\$ 1,620.00
17		Process Valves	\$ 8,860.00	\$ -			\$ -	0.00%	\$ 8,860.00
18		Process Pipe Misc Accessories	\$ 8,070.00	\$ -			\$ -	0.00%	\$ 8,070.00
19									
20		Total	\$ 195,640.00	\$ 79,929.06	\$ -	\$ -	\$ 79,929.06	40.86%	\$ 115,710.94

Building 04 Existing WTP

	A	B	C	D	E	F	G	H	I
1	Progress Estimate - Lump Sum Work					Contractor's Application			
2	For (Contract): Marshalltown Water Works 6 MGD RO Membrane					Application Number:	09 (Nine)		
3									
4	Application Period:		5/1/2026	to	5/31/2026	Application Date: 5/31/2026			
5									
6			Work Completed						
7	A	B	C	D	E	F		G	
8	Specification Section Number	Description	Scheduled Value (\$)	From Previous Application (C+D)	This Period	Materials Presently Stored (not in C or D)	Total Completed and Stored to Date (C + D + E)	% (F/B)	Balance to Finish (B - F)
9	BUILDING 04 - EXISTING WATER TREATMENT PLANT BUILDING								
10			\$ -			\$ -			\$ -
11	Division 40 - Process Interconnections								
12		Process Pipe and Fittings - Chem	\$ 21,990.00	\$ -		\$ -	0.00%		\$ 21,990.00
13		Process Equipment Installation	\$ 5,000.00	\$ -		\$ -	0.00%		\$ 5,000.00
14		Process Pipe Hangers and Supports	\$ 6,515.00	\$ -		\$ -	0.00%		\$ 6,515.00
15		Process Valves	\$ 1,350.00	\$ -		\$ -	0.00%		\$ 1,350.00
16		Process Pipe Misc Accessories	\$ 6,910.00	\$ -		\$ -	0.00%		\$ 6,910.00
17			\$ -			\$ -			\$ -
18		Total	\$ 41,765.00	\$ -	\$ -	\$ -	0.00%		\$ 41,765.00

	A	B	C	D	E	F	G	H	I
1	Progress Estimate - Lump Sum Work					Contractor's Application			
2	For (Contract): Marshalltown Water Works 6 MGD RO Membrane					Application Number:	09 (Nine)		
3									
4	Application Period:		5/1/2026	to	5/31/2026	Application Date:		5/31/2026	
5									
6			Work Completed						
7	A	B	C	D	E	F		G	
8	Specification Section Number	Description	Scheduled Value (\$)	From Previous Application (C+D)	This Period	Materials Presently Stored (not in C or D)	Total Completed and Stored to Date (C + D + E)	% (F/B)	Balance to Finish (B - F)
9	BUILDING 10 - SAND ROAD DETENTION TANK								
10			\$ -			\$ -			\$ -
11	Division 03 - Concrete								
12		Concrete Encasement	\$ 22,500.00	\$ -		\$ -	0.00%		\$ 22,500.00
13		Base Slab	\$ 297,950.00	\$ -	\$ 9,630.00	\$ 9,630.00	3.23%		\$ 288,320.00
14		Walls	\$ 566,140.00	\$ -		\$ -	0.00%		\$ 566,140.00
15		Elevated Slab	\$ 323,440.00	\$ -		\$ -	0.00%		\$ 323,440.00
16		Misc Concrete	\$ 4,500.00	\$ -		\$ -	0.00%		\$ 4,500.00
17	Division 31- Earthwork								
18		Excavation	\$ 328,020.00	\$ -	\$ 196,812.00	\$ 196,812.00	60.00%		\$ 131,208.00
19	Division 40 - Process Interconnections								
20		Process Pipe and Fittings	\$ 56,870.00	\$ 1,063.00		\$ 1,063.00	1.87%		\$ 55,807.00
21				\$ -		\$ -			\$ -
22		Total	\$ 1,599,420.00	\$ 1,063.00	\$ 206,442.00	\$ -	\$ 207,505.00	12.97%	\$ 1,391,915.00

Building 11 SR Treatment

	A	B	C	D	E	F	G	H	I
1	Progress Estimate - Lump Sum Work					Contractor's Application			
2	For (Contract): Marshalltown Water Works 6 MGD RO Membrane					Application Number:	09 (Nine)		
3									
4	Application Period:		5/1/2026	to	5/31/2026	Application Date:	5/31/2026		
5									
6			Work Completed						
7	A	B	C	D	E	F		G	
8	Specification Section Number	Description	Scheduled Value (\$)	From Previous Application (C+D)	This Period	Materials Presently Stored (not in C or D)	Total Completed and Stored to Date (C + D + E)	% (F/B)	Balance to Finish (B - F)
9	BUILDING 11 - SAND ROAD TREATMENT BUILDING								
10				\$ -			\$ -		\$ -
11	Division 03 - Concrete								
12		Concrete Encasements	\$ 245,660.00	\$ 141,596.78	\$ 91,770.00		\$ 233,366.78	95.00%	\$ 12,293.22
13		Mat Slab	\$ 1,335,430.00	\$ 682,411.90	\$ 22,000.00		\$ 704,411.90	52.75%	\$ 631,018.10
14		Slab on Grade	\$ 307,710.00	\$ -			\$ -	0.00%	\$ 307,710.00
15		Walls	\$ 1,942,510.00	\$ 122,761.90	\$ 168,614.60		\$ 291,376.50	15.00%	\$ 1,651,133.50
16		Elevated Slab	\$ 167,850.00	\$ -			\$ -	0.00%	\$ 167,850.00
17		Topping	\$ 190,840.00	\$ -			\$ -	0.00%	\$ 190,840.00
18		Misc	\$ 196,120.00	\$ 7,800.00			\$ 7,800.00	3.98%	\$ 188,320.00
19	Division 06 - Wood, Plastics, and Composites								
20		Roof Blocking	\$ 18,010.00	\$ -			\$ -	0.00%	\$ 18,010.00
21	Division 07 - Thermal and Moisture Protection								
22		Therm & Moisture	\$ 18,167.00	\$ -			\$ -	0.00%	\$ 18,167.00
23	Division 08 - Openings								
24		Doors and Hardware	\$ 13,520.00	\$ -			\$ -	0.00%	\$ 13,520.00
25	Division 31- Earthwork								
26		Excavation	\$ 707,380.00	\$ 707,380.00			\$ 707,380.00	100.00%	\$ -

Building 11 SR Treatment

	A	B	C	D	E	F	G	H	I
6					Work Completed				
7	A		B	C	D	E	F		G
8	Specification Section Number	Description	Scheduled Value (\$)	From Previous Application (C+D)	This Period	Materials Presently Stored (not in C or D)	Total Completed and Stored to Date (C + D + E)	% (F/B)	Balance to Finish (B - F)
27	Division 40 - Process Interconnections								
28	BWA	Process Pipe and Fittings	\$ 118,880.00	\$ 65,036.00			\$ 65,036.00	54.71%	\$ 53,844.00
29	BWA	Process Pipe Hangers and Supports	\$ 11,125.00	\$ -			\$ -	0.00%	\$ 11,125.00
30	BWA	Process Valves	\$ 1,180.00	\$ -			\$ -	0.00%	\$ 1,180.00
31	BWA	Process Pipe Misc Accessories	\$ 4,125.00	\$ -			\$ -	0.00%	\$ 4,125.00
32	BWS	Process Pipe and Fittings	\$ 6,010.00	\$ -			\$ -	0.00%	\$ 6,010.00
33	BWW	Process Pipe and Fittings	\$ 190,750.00	\$ 108,630.86			\$ 108,630.86	56.95%	\$ 82,119.14
34	BWW	Process Valves	\$ 3,985.00	\$ -			\$ -	0.00%	\$ 3,985.00
35	CA	Process Pipe and Fittings	\$ 18,860.00	\$ -			\$ -	0.00%	\$ 18,860.00
36	CA	Process Pipe Hangers and Supports	\$ 11,230.00	\$ -			\$ -	0.00%	\$ 11,230.00
37	CA	Process Valves	\$ 4,380.00	\$ -			\$ -	0.00%	\$ 4,380.00
38	CA	Process Pipe Misc Accessories	\$ 1,115.00	\$ -			\$ -	0.00%	\$ 1,115.00
39	CHEMC	Process Pipe and Fittings	\$ 18,100.00	\$ -			\$ -	0.00%	\$ 18,100.00
40	CHEMC	Process Pipe Hangers and Supports	\$ 9,270.00	\$ -			\$ -	0.00%	\$ 9,270.00
41	CHEMC	Process Valves	\$ 869.00	\$ -			\$ -	0.00%	\$ 869.00
42	CHEMC	Process Pipe Misc Accessories	\$ 2,360.00	\$ -			\$ -	0.00%	\$ 2,360.00
43	CIPSR	Process Pipe and Fittings	\$ 41,900.00	\$ -			\$ -	0.00%	\$ 41,900.00
44	CIPSR	Process Pipe Hangers and Supports	\$ 29,430.00	\$ -			\$ -	0.00%	\$ 29,430.00
45	CIPSR	Process Valves	\$ 2,025.00	\$ -			\$ -	0.00%	\$ 2,025.00
46	CIPSR	Process Pipe Misc Accessories	\$ 1,114.00	\$ -			\$ -	0.00%	\$ 1,114.00
47	CON	Process Pipe and Fittings	\$ 16,260.00	\$ -			\$ -	0.00%	\$ 16,260.00
48	CON	Process Pipe Hangers and Supports	\$ 10,970.00	\$ -			\$ -	0.00%	\$ 10,970.00
49	FE	Process Pipe and Fittings	\$ 149,170.00	\$ 17,145.14			\$ 17,145.14	11.49%	\$ 132,024.86
50	FE	Process Valves	\$ 6,790.00	\$ -			\$ -	0.00%	\$ 6,790.00
51	FI	Process Pipe and Fittings	\$ 129,400.00	\$ 101,402.84			\$ 101,402.84	78.36%	\$ 27,997.16
52	FI	Process Pipe Hangers and Supports	\$ 11,300.00	\$ -			\$ -	0.00%	\$ 11,300.00
53	FI	Process Valves	\$ 3,990.00	\$ -			\$ -	0.00%	\$ 3,990.00
54	PER	Process Pipe and Fittings	\$ 301,950.00	\$ 139,844.78			\$ 139,844.78	46.31%	\$ 162,105.22
55	PER	Process Pipe Hangers and Supports	\$ 13,670.00	\$ -			\$ -	0.00%	\$ 13,670.00
56	PER	Process Valves	\$ 3,200.00	\$ -			\$ -	0.00%	\$ 3,200.00
57	PER	Process Pipe Misc Accessories	\$ 2,990.00	\$ -			\$ -	0.00%	\$ 2,990.00
58	ROBL	Process Pipe and Fittings	\$ 21,270.00	\$ 5,751.00		\$ 5,277.00	\$ 11,028.00	51.85%	\$ 10,242.00
59	ROBL	Process Pipe Hangers and Supports	\$ 5,295.00	\$ -			\$ -	0.00%	\$ 5,295.00
60	ROBL	Process Pipe Misc Accessories	\$ 6,750.00	\$ -			\$ -	0.00%	\$ 6,750.00
61	ROF	Process Pipe and Fittings	\$ 471,525.00	\$ 26,171.48			\$ 26,171.48	5.55%	\$ 445,353.52

Building 11 SR Treatment

	A	B	C	D	E	F	G	H	I
6				Work Completed					
7	A		B	C	D	E	F		G
8	Specification Section Number	Description	Scheduled Value (\$)	From Previous Application (C+D)	This Period	Materials Presently Stored (not in C or D)	Total Completed and Stored to Date (C + D + E)	% (F/B)	Balance to Finish (B - F)
62	ROF	Process Pipe Hangers and Supports	\$ 13,010.00	\$ -			\$ -	0.00%	\$ 13,010.00
63	ROF	Process Valves	\$ 8,840.00	\$ -			\$ -	0.00%	\$ 8,840.00

Building 11 SR Treatment

	A	B	C	D	E	F	G	H	I
6			Work Completed						
7	A		B	C	D	E	F		G
8	Specification Section Number	Description	Scheduled Value (\$)	From Previous Application (C+D)	This Period	Materials Presently Stored (not in C or D)	Total Completed and Stored to Date (C + D + E)	% (F/B)	Balance to Finish (B - F)
64	ROF	Process Pipe Misc Accessories	\$ 8,250.00	\$ -			\$ -	0.00%	\$ 8,250.00
65	40 12 00	Air Compressors	\$ 35,000.00	\$ -			\$ -	0.00%	\$ 35,000.00
66	Division 43 - Process Gas and Liquid Handling, Purification and Storage Equipment								
67	43 11 33	Rotary Lobe Blower Installation	\$ 4,950.00	\$ -			\$ -	0.00%	\$ 4,950.00
68	43 24 27	Vertical Turbine Pumps Installation	\$ 11,400.00	\$ -			\$ -	0.00%	\$ 11,400.00
69	Division 46 - Water and Wastewater Equipment								
70	46 51 22	Forced Draft Aerator Installation	\$ 7,800.00	\$ -			\$ -	0.00%	\$ 7,800.00
71		RO Skid Installation	\$ 21,450.00	\$ -			\$ -	0.00%	\$ 21,450.00
72	46 61 23	Gravity Filter Equipment Installation	\$ 91,680.00	\$ -			\$ -	0.00%	\$ 91,680.00
73				\$ -			\$ -		
74		Total	\$ 6,976,815.00	\$ 2,125,932.68	\$ 282,384.60	\$ 5,277.00	\$ 2,413,594.28	34.59%	\$ 4,563,220.72

	A	B	C	D	E	F	G	H	I
1	Progress Estimate - Lump Sum Work					Contractor's Application			
2	For (Contract): Marshalltown Water Works 6 MGD RO Membrane					Application Number:	09 (Nine)		
3									
4	Application Period:		5/1/2026	to	5/31/2026	Application Date:		5/31/2026	
5									
6			Work Completed						
7	A	B	C	D	E	F		G	
8	Specification Section Number	Description	Scheduled Value (\$)	From Previous Application (C+D)	This Period	Materials Presently Stored (not in C or D)	Total Completed and Stored to Date (C + D + E)	% (F/B)	Balance to Finish (B - F)
9	BUILDING 12 - SAND ROAD CHEMICAL BUILDING								
10			\$ -			\$ -			\$ -
11	Division 03 - Concrete								
12		Base Slab	\$ 250,160.00	\$ 28,943.42	\$ 38,192.41		\$ 67,135.83	26.84%	\$ 183,024.17
13		Slab on Grade	\$ 181,690.00	\$ -			\$ -	0.00%	\$ 181,690.00
14		Walls	\$ 561,660.00	\$ -			\$ -	0.00%	\$ 561,660.00
15		Misc	\$ 88,170.00	\$ -			\$ -	0.00%	\$ 88,170.00
16	Division 06 - Wood, Plastics, and Composites								
17			\$ 12,009.00	\$ -			\$ -		\$ 12,009.00
18	Division 07 - Thermal and Moisture Protection								
19			\$ 12,777.00	\$ -			\$ -		\$ 12,777.00
20	Division 08 - Openings								
21			\$ 8,349.00	\$ -			\$ -		\$ 8,349.00
22	Division 31- Earthwork								
23		Excavation	\$ 370,410.00	\$ 370,410.00			\$ 370,410.00	100.00%	\$ -
24	Division 40 - Process Interconnections								
25		Process Pipe and Fittings	\$ 72,710.00	\$ -			\$ -	0.00%	\$ 72,710.00
26		Process Pipe Hangers and Supports	\$ 75,385.00	\$ -			\$ -	0.00%	\$ 75,385.00
27		Process Valves	\$ 19,640.00	\$ -			\$ -	0.00%	\$ 19,640.00
28		Process Pipe Misc Accessories	\$ 46,120.00	\$ -			\$ -	0.00%	\$ 46,120.00
29	Division 41 - Material Processing and Handling Equipment								
30	43 41 43	Chemical Tanks Installation	\$ 20,420.00	\$ -			\$ -	0.00%	\$ 20,420.00
31			\$ -	\$ -			\$ -		\$ -
32		Total	\$ 1,719,500.00	\$ 399,353.42	\$ 38,192.41	\$ -	\$ 437,545.83	25.45%	\$ 1,281,954.17

Building 13 Chem n Pump

	A	B	C	D	E	F	G	H	I
1	Progress Estimate - Lump Sum Work					Contractor's Application			
2	For (Contract): Marshalltown Water Works 6 MGD RO Membrane					Application Number:	09 (Nine)		
3									
4	Application Period:		5/1/2026	to	5/31/2026	Application Date:	5/31/2026		
5									
6			Work Completed						
7	A	B	C	D	E	F		G	
8	Specification Section Number	Description	Scheduled Value (\$)	From Previous Application (C+D)	This Period	Materials Presently Stored (not in C or D)	Total Completed and Stored to Date (C + D + E)	% (F/B)	Balance to Finish (B - F)
9	BUILDING 13 - CHEMICAL AND PUMP BUILDING								
10				\$ -			\$ -		\$ -
11	Division 03 - Concrete								
12		Slabs	\$ 416,320.00	\$ -			\$ -	0.00%	\$ 416,320.00
13		Walls	\$ 829,060.00	\$ -			\$ -	0.00%	\$ 829,060.00
14		Misc Concrete	\$ 81,700.00	\$ -			\$ -	0.00%	\$ 81,700.00
15				\$ -			\$ -		\$ -
16	Division 06 - Wood, Plastics, and Composites								
17			\$ 10,008.00	\$ -			\$ -		\$ 10,008.00
18	Division 07 - Thermal and Moisture Protection								
19			\$ 10,650.00	\$ -			\$ -		\$ 10,650.00
20	Division 08 - Openings								
21			\$ 6,960.00	\$ -			\$ -		\$ 6,960.00
22	Division 31- Earthwork								
23		Excavation	\$ 709,400.00	\$ -			\$ -	0.00%	\$ 709,400.00
24	Division 40 - Process Interconnections								
25	BWS	Process Pipe and Fittings	\$ 298,380.00	\$ 25,627.13			\$ 25,627.13	8.59%	\$ 272,752.87
26	BWS	Process Valves	\$ 26,920.00	\$ -			\$ -	0.00%	\$ 26,920.00
27	BWS	Process Pipe Misc Accessories	\$ 16,260.00	\$ -			\$ -	0.00%	\$ 16,260.00
28	CHEM	Process Pipe and Fittings	\$ 31,250.00	\$ -			\$ -	0.00%	\$ 31,250.00
29	CHEM	Process Pipe Hangers and Supports	\$ 11,220.00	\$ -			\$ -	0.00%	\$ 11,220.00
30	CHEM	Process Valves	\$ 10,780.00	\$ -			\$ -	0.00%	\$ 10,780.00
31	CHEM	Process Pipe Misc Accessories	\$ 12,070.00	\$ -			\$ -	0.00%	\$ 12,070.00
32	FW	Process Pipe and Fittings	\$ 12,320.00	\$ -			\$ -	0.00%	\$ 12,320.00
33	FW	Process Pipe Hangers and Supports	\$ 1,505.00	\$ -			\$ -	0.00%	\$ 1,505.00
34	FW	Process Valves	\$ 6,220.00	\$ -			\$ -	0.00%	\$ 6,220.00
35	FW	Process Pipe Misc Accessories	\$ 9,190.00	\$ -			\$ -	0.00%	\$ 9,190.00
36	Division 41 - Material Processing and Handling Equipment								
37	46 33 11	Chemical Equipment Installation	\$ 10,590.00	\$ -			\$ -	0.00%	\$ 10,590.00

Building 13 Chem n Pump

	A	B	C	D	E	F	G	H	I
6				Work Completed					
7	A		B	C	D	E	F		G
8	Specification Section Number	Description	Scheduled Value (\$)	From Previous Application (C+D)	This Period	Materials Presently Stored (not in C or D)	Total Completed and Stored to Date (C + D + E)	% (F/B)	Balance to Finish (B - F)
38	Division 43 - Process Gas and Liquid Handling, Purification and Storage Equipment								
39	43 21 22	Horizontal Split Case Pumps Installation	\$ 46,970.00	\$ -			\$ -	0.00%	\$ 46,970.00
40				\$ -			\$ -		\$ -
41		Total	\$ 2,557,773.00	\$ 25,627.13	\$ -	\$ -	\$ 25,627.13	1.00%	\$ 2,532,145.87

Stored Material

Stored Material Summary											Contractor's Application		
1	A	B	C	D	E	F	G	H	I	J	K		
2	For (Contract):	Marshalltown Water Works 6 MGD RO Membrane						Application Number:		09 (Nine)			
3													
4	Application Period:	5/1/2026	to	5/31/2026				Application Date:		5/31/2026			
5													
6	A	B	C	D	E	F	G	H	I	J	K		
7	Specification Section / Bid Item No.	Supplier Invoice Number	Description of Materials or Equipment Stored	Storage Location	Stored Previously	Amount Stored this Month (\$)	Subtotal Amount Completed and Stored to Date (D + E)	Incorporated in Work	Materials Remaining in Storage (\$ (D + E - F))				
8					Date Placed into Storage (Month/Year)	Amount (\$)		Date (Month/Year)	Amount (\$)				
9													
10													
11	Site 01 - Potable Water	UECO 20061468-000	DI Piping & Fittings	Marshalltown IA - Jobsite	Nov-2025	\$ 17,986.16	\$ 17,986.16			\$ 17,986.16			
12	Site 01 - Sanitary Sewer	UECO 20061469-000	6" & 4" PVC Pipe & Fittings	Marshalltown IA - Jobsite	Nov-2025	\$ 12,134.50	\$ 12,134.50			\$ 12,134.50			
13	Bldg 11 - SR Treatment	Nucor PS1469150A	Pier & Mat Slab Rebar	Marshalltown IA - Jobsite	Nov-2025	\$ 14,772.00	\$ 14,772.00	Jan-2026	\$ 14,772.00	\$ -			
14	Bldg 11 - FE Process Pipe & Fitting	UECO 60006463-000	20" Pipe Flange	Marshalltown IA - Jobsite	Nov-2025	\$ 5,808.16	\$ 5,808.16			\$ 5,808.16			
15	Site 01 - Chemical	UECO 20061912-000	4" PVC Pipe & Fittings	Shank - Johnston IA	Nov-2025	\$ 9,854.28	\$ 9,854.28			\$ 9,854.28			
16	Bldg 11 - SR Treatment	Nucor PS1470850A	Pier Rebar	Marshalltown IA - Jobsite	Dec-2025	\$ 28,993.02	\$ 28,993.02	Jan-2026	\$ 28,993.02	\$ -			
17	Bldg 11 - SR Treatment	Breuer 17005	Embed Plates	Marshalltown IA - Jobsite	Dec-2025	\$ 8,607.84	\$ 8,607.84			\$ 8,607.84			
18	Bldg 11 - SR Treatment	Breuer 17043	Embed Plates	Marshalltown IA - Jobsite	Dec-2025	\$ 8,849.06	\$ 8,849.06			\$ 8,849.06			
19	Bldg 11 - BWA - Process Piping & Fittings	UECO 60006420-001	24" x 4' Pipe	Marshalltown IA - Jobsite	Dec-2025	\$ 4,048.00	\$ 4,048.00			\$ 4,048.00			
20	Site 01 - Finish Water 1	UECO 20061933-000	Hydrant, Piping, Fittings	Marshalltown IA - Jobsite	Dec-2025	\$ 64,583.27	\$ 64,583.27			\$ 64,583.27			
21	Bldg 11 - BWA - Process Piping & Fittings	UECO 20061814-000	Wall Sleeves, Flange, Pipe	Marshalltown IA - Jobsite	Dec-2025	\$ 25,374.00	\$ 25,374.00			\$ 25,374.00			
22	Bldg 11 - FI - Process Piping & Fittings	UECO 20061367-000	MJ Restrant, Pipe	Marshalltown IA - Jobsite	Dec-2025	\$ 19,844.56	\$ 19,844.56			\$ 19,844.56			
23	Bldg 11 - FI - Process Piping & Fittings	UECO 20061367-001	MJ Restrant	Marshalltown IA - Jobsite	Dec-2025	\$ (1,329.04)	\$ (1,329.04)			\$ (1,329.04)			
24	Bldg 11 - BWA - Process Piping & Fittings	UECO 20061814-001	Wall Sleeve Collar	Marshalltown IA - Jobsite	Jan-2026	\$ 291.00	\$ 291.00			\$ 291.00			
25	Bldg 11 - FE - Process Piping & Fittings	UECO 20062124-000	Blind Flange	Marshalltown IA - Jobsite	Jan-2026	\$ 2,954.58	\$ 2,954.58			\$ 2,954.58			
26	Bldg 11 - BWA - Process Piping & Fittings	UECO 20061814-002	HDSS Bell - MJ Short Sleeve	Marshalltown IA - Jobsite	Jan-2026	\$ 35,323.00	\$ 35,323.00			\$ 35,323.00			
27	Site 01 - Finish Water 2	UECO 20061933-001	Elbow - MJ Restraint	Marshalltown IA - Jobsite	Jan-2026	\$ 35,684.22	\$ 35,684.22			\$ 35,684.22			
28	Bldg 02 - Process Piping & Fittings	UECO 20062139-000	FLG Tee - Blind Flange - Elbow - Red	Marshalltown IA - Jobsite	Jan-2026	\$ 65,286.20	\$ 65,286.20			\$ 65,286.20			
29	General	Mellen & Assoc 039645	Valves	Marshalltown IA - Jobsite	Jan-2026	\$ 69,056.00	\$ 69,056.00			\$ 69,056.00			
30	Bldg 11 - FI - Wall Sleeves	UECO 20061814-003	18" Solid Sleeve	Marshalltown IA - Jobsite	Jan-2026	\$ 5,420.00	\$ 5,420.00			\$ 5,420.00			
31	Site 01 - RSD Process Piping & Fittings	UECO 20062182-000	12" PVC Pipe	Marshalltown IA - Jobsite	Jan-2026	\$ 90,018.00	\$ 90,018.00			\$ 90,018.00			
32	Site 01 - RSD Process Piping & Fittings	UECO 20062190-000	12" PVC Pipe	Marshalltown IA - Jobsite	Jan-2026	\$ 34,006.80	\$ 34,006.80			\$ 34,006.80			
33	Bldg 11 - SR Treatment	Nucor PS1471734A	Pier Rebar - Pipe Encasement Rebar	Marshalltown IA - Jobsite	Jan-2026	\$ 57,704.06	\$ 57,704.06			\$ 57,704.06			
34	Site 01 - Finish Water 2	UECO 20061933-002	24" Elbow - Solid Sleeve - Tee	Marshalltown IA - Jobsite	Jan-2026	\$ 42,692.12	\$ 42,692.12			\$ 42,692.12			
35	Site 01 - Decant	UECO 60006511-000	10" FL PE	Marshalltown IA - Jobsite	Jan-2026	\$ 3,684.00	\$ 3,684.00			\$ 3,684.00			
36	Site 01 - Raw Water	UECO 20061577-000	DI Pipe	Marshalltown IA - Jobsite	Jan-2026	\$ 8,220.93	\$ 8,220.93			\$ 8,220.93			
37	General - Plumbing	Plumb Supply S101374244.001	4X10 SV Soil Pile SH	Marshalltown IA - Jobsite	Feb-2026	\$ 10,792.82	\$ 10,792.82			\$ 10,792.82			
38	General - Plumbing	Plumb Supply S101374244.002	4" SV Soil - Bend	Marshalltown IA - Jobsite	Feb-2026	\$ 132.61	\$ 132.61			\$ 132.61			
39	General	Mellen & Assoc 039925	Valves	Marshalltown IA - Jobsite	Feb-2026	\$ 121,486.27	\$ 121,486.27			\$ 121,486.27			
40	Bldg 11 - SR Treatment	Nucor PS1473381A	SOG Rebar	Marshalltown IA - Jobsite	Feb-2026	\$ 86,765.66	\$ 86,765.66			\$ 86,765.66			
41	Site 01 - Finish Water 2	UECO 20061933-003	Kennedy K-81D HYD	Marshalltown IA - Jobsite	Feb-2026	\$ 51,776.73	\$ 51,776.73			\$ 51,776.73			
42	Site 01 - Finish Water 1	UECO 20062212-000	Kennedy K-81D HYD	Marshalltown IA - Jobsite	Feb-2026	\$ 20,927.58	\$ 20,927.58			\$ 20,927.58			
43	Site 01 - Potable Water	UECO 20061468-001	Kennedy K-81D HYD	Marshalltown IA - Jobsite	Feb-2026	\$ 10,463.79	\$ 10,463.79			\$ 10,463.79			
44	Site 01 - Finish Water 3	UECO 20062174-000	Kennedy K-81D HYD	Marshalltown IA - Jobsite	Feb-2026	\$ 3,487.93	\$ 3,487.93			\$ 3,487.93			
45	Site 01 - Raw Water	UECO 20062177-000	Kennedy K-81D HYD	Marshalltown IA - Jobsite	Feb-2026	\$ 13,951.72	\$ 13,951.72			\$ 13,951.72			
46	General	Mellen & Assoc 039964	Valves	Marshalltown IA - Jobsite	Feb-2026	\$ 16,781.31	\$ 16,781.31			\$ 16,781.31			
47	Bldg 11 - FI - Process Pipe And Fittings	UECO 20062371-000	MJ Restrant	Marshalltown IA - Jobsite	Mar-2026	\$ 15,480.48	\$ 15,480.48			\$ 15,480.48			
48	Bldg 11 - BWV - Process Pipe And Fittings	UECO 20062121-000	10" C53 Barrel-End, BCL/UNC	Shank - Minneapolis MN	Mar-2026	\$ 2,874.00	\$ 2,874.00			\$ 2,874.00			
49	Bldg 10 - Process Pipe And Fittings	UECO 20062134-000	20" & 8" DI Domestic FLNG, Threaded	Shank - Minneapolis MN	Mar-2026	\$ 1,063.00	\$ 1,063.00			\$ 1,063.00			
50	Bldg 11 - ROBL Process Pipe And Fittings	UECO 20062137-000	6" C53 Barrel-End, BCL/UNC	Shank - Minneapolis MN	Mar-2026	\$ 852.00	\$ 852.00			\$ 852.00			
51	Bldg 11 - FE - Process Piping & Fittings	UECO 20062229-000	20" C53 Tyton Jnt, BCL/UNC	Shank - Minneapolis MN	Mar-2026	\$ 3,386.40	\$ 3,386.40			\$ 3,386.40			
52	Bldg 11 - FE - Process Piping & Fittings	UECO 60006522-005	8"x18"6" CL FLxFL AIS	Shank - Minneapolis MN	Mar-2026	\$ 4,996.00	\$ 4,996.00			\$ 4,996.00			
53	Bldg 11 - ROBL Process Pipe And Fittings	UECO 60006522-004	8"x18"6" CL FLxFL AIS	Shank - Minneapolis MN	Mar-2026	\$ 4,899.00	\$ 4,899.00			\$ 4,899.00			
54	Bldg 11 - BWV - Process Pipe And Fittings	UECO 20062123-000	20" C53 Tyton Jnt, BCL/UNC	Shank - Minneapolis MN	Mar-2026	\$ 12,868.32	\$ 12,868.32			\$ 12,868.32			
55	Bldg 11 - BWV - Process Pipe And Fittings	UECO 20062131-000	20" C53 Tyton Jnt, BCL/UNC	Shank - Minneapolis MN	Mar-2026	\$ 6,772.80	\$ 6,772.80			\$ 6,772.80			
56	Bldg 13 - BWS - Process Pipe And Fittings	UECO 20062133-000	24" C53 Tyton Jnt, BCL/UNC	Shank - Minneapolis MN	Mar-2026	\$ 8,486.00	\$ 8,486.00			\$ 8,486.00			
57	Site 01 - Potable Water	UECO 20062367-000	8" Fooster Adaptor	Marshalltown IA - Jobsite	Mar-2026	\$ 1,252.99	\$ 1,252.99			\$ 1,252.99			
58	Bldg 11 - FI - Process Pipe And Fittings	UECO 20062371-001	24" DI MJ Tee, MJ Reducer, 18" MJ C110	Marshalltown IA - Jobsite	Mar-2026	\$ 18,221.08	\$ 18,221.08			\$ 18,221.08			
59	General	Mellen & Assoc 040013	Dezurik 10" BAW, Flg, HW	Marshalltown IA - Jobsite	Mar-2026	\$ 13,956.78	\$ 13,956.78			\$ 13,956.78			
60	Site 01 - Raw Water	UECO 20062189-000	6"x20" DR18 Certa-Loc C900 Bell RJ Pipe	Marshalltown IA - Jobsite	Mar-2026	\$ 3,938.52	\$ 3,938.52			\$ 3,938.52			
61	General	Mellen & Assoc 040043	Dezurik 6",8",20" BAW, FLG	Marshalltown IA - Jobsite	Mar-2026	\$ 48,383.52	\$ 48,383.52			\$ 48,383.52			

Stored Material

	A	B	C	D	E	F	G	H	I	J	K
62	Site 01 - Potable Water	UECO 20062174-001	24"X6" C110 MJ x Swivel Tee	Marshalltown IA - Jobsite	Mar-2026	\$ 11,857.50		\$ 11,857.50			\$ 11,857.50
63	Site 01 - FW3	UECO 20061468-002	24"X6" C110 MJ x Swivel Tee	Marshalltown IA - Jobsite	Mar-2026	\$ 11,857.50		\$ 11,857.50			\$ 11,857.50
64	Site 01 - FW1	UECO 20062212-001	24"X6" C110 MJ x Swivel Tee	Marshalltown IA - Jobsite	Mar-2026	\$ 23,715.00		\$ 23,715.00			\$ 23,715.00
65	Site 01 - FW2	UECO 20061933-004	24"X6" C110 MJ x Swivel Tee	Marshalltown IA - Jobsite	Mar-2026	\$ 118,575.00		\$ 118,575.00			\$ 118,575.00
66	Site 01 - FW1	UECO 20062212-002	24" MJ Restraint for DIP	Marshalltown IA - Jobsite	Mar-2026	\$ 22,141.46		\$ 22,141.46			\$ 22,141.46
67	Site 01 - FW3	UECO 20062174-002	24" MJ Restraint for DIP	Marshalltown IA - Jobsite	Mar-2026	\$ 1,748.01		\$ 1,748.01			\$ 1,748.01
68	General	Mellen & Assoc 040053	Kennedy 10" Swing Check Valve	Marshalltown IA - Jobsite	Mar-2026	\$ 35,133.00		\$ 35,133.00			\$ 35,133.00
69	Site 01 - FW2	UECO 20061933-005	24" MJ Restraint for DIP	Marshalltown IA - Jobsite	Mar-2026	\$ 18,062.77		\$ 18,062.77			\$ 18,062.77
70	Bldg 11 - FI - Process Pipe And Fittings	UECO 20062118-000	18" 341 VIC Split Flange	Marshalltown IA - Jobsite	Mar-2026	\$ 3,968.76		\$ 3,968.76			\$ 3,968.76
71	General	Mellen & Assoc 040093	Kennedy 8" Swing Check Valve	Marshalltown IA - Jobsite	Mar-2026	\$ 14,572.00		\$ 14,572.00			\$ 14,572.00
72	Site 01 - FW2	UECO 20061935-000	24"X20' PC250 TJ C/L DI Pipe	Marshalltown IA - Jobsite	Mar-2026	\$ 97,980.60		\$ 97,980.60			\$ 97,980.60
73	General	Mellen & Assoc 040113	Kennedy 8" KSRW Gate	Marshalltown IA - Jobsite	Mar-2026	\$ 14,375.00		\$ 14,375.00			\$ 14,375.00
74	Site 01 - FW1	UECO 20062212-003	24"X6" C110 MJ x Swivel Tee	Marshalltown IA - Jobsite	Mar-2026	\$ 69,170.76		\$ 69,170.76			\$ 69,170.76
75	Site 01 - FW3	UECO 20062174-003	20"X20" MJ C110 Tee	Marshalltown IA - Jobsite	Mar-2026	\$ 24,523.54		\$ 24,523.54			\$ 24,523.54
76	Site 01 - Potable Water	UECO 20062185-000	MJ Restraint for DIP	Marshalltown IA - Jobsite	Mar-2026	\$ 3,162.36		\$ 3,162.36			\$ 3,162.36
77	Site 01 - Decant	UECO 20062195-000	MJ Restraint	Marshalltown IA - Jobsite	Mar-2026	\$ 11,524.16		\$ 11,524.16			\$ 11,524.16
78	Site 01 - RSD Lagoons	UECO 20062181-000	MJ Restraint	Marshalltown IA - Jobsite	Mar-2026	\$ 13,161.87		\$ 13,161.87			\$ 13,161.87
79	Site 01 - Raw Water	UECO 20062177-001	24"X6" C110 MJ x Swivel Tee	Marshalltown IA - Jobsite	Mar-2026	\$ 94,663.28		\$ 94,663.28			\$ 94,663.28
80	Site 01 - RSD Lagoons	UECO 20062191-000	MJ Restraint	Marshalltown IA - Jobsite	Mar-2026	\$ 18,417.92		\$ 18,417.92			\$ 18,417.92
81	Bldg 11 - BWV - Process Pipe And Fittings	UECO 20062180-000	24" MJ Restraint for DIP	Marshalltown IA - Jobsite	Mar-2026	\$ 9,526.18		\$ 9,526.18			\$ 9,526.18
82	Site 01 - Raw Water	UECO 20062176-000	24"X20' PC250 TJ C/L DI Pipe	Marshalltown IA - Jobsite	Mar-2026	\$ 152,734.97		\$ 152,734.97			\$ 152,734.97
83	Bldg 11 - BWV - Process Pipe And Fittings	UECO 20061814-004	30"X1'-4" TFS FLG X PE DI Wall Pipe	Marshalltown IA - Jobsite	Mar-2026	\$ 25,159.78		\$ 25,159.78			\$ 25,159.78
84	Site 01 - FW3	UECO 20062173-000	20"X20' PC250 TJ C/L DI Pipe	Marshalltown IA - Jobsite	Mar-2026	\$ 2,065.00		\$ 2,065.00			\$ 2,065.00
85	Site 01 - FW3	UECO 20062174-004	20" MJ Restraint for DIP	Marshalltown IA - Jobsite	Mar-2026	\$ 12,989.85		\$ 12,989.85			\$ 12,989.85
86	Site 01 - Raw Water	UECO 20062176-001	24"X20' PC250 HD C/L DI Pipe	Marshalltown IA - Jobsite	Mar-2026	\$ 123,102.92		\$ 123,102.92			\$ 123,102.92
87	Site 01 - FW2	UECO 20061933-006	6" X18" C53-CL Holding Spool	Marshalltown IA - Jobsite	Mar-2026	\$ 2,080.00		\$ 2,080.00			\$ 2,080.00
88	Bldg 11 - BWV - Process Pipe And Fittings	UECO 20062121-001	30" x 10' FLGXFLG C/L DIP	Shank - Minneapolis MN	Mar-2026	\$ 19,238.00		\$ 19,238.00			\$ 19,238.00
89	Bldg 2 - Process Pipe And Fittings	UECO 6000522-006	24" X18'-6" CL FLXFL AIS	Shank - Minneapolis MN	Mar-2026	\$ 8,322.86		\$ 8,322.86			\$ 8,322.86
90	Bldg 11 - FI - Process Pipe And Fittings	UECO 600006527-000	18"x18'6" & 15'-0" FLXFL AIS	Shank - Minneapolis MN	Mar-2026	\$ 12,297.00		\$ 12,297.00			\$ 12,297.00
91	Bldg 13 - BWS - Process Pipe And Fittings	UECO 600006522-001	24" x 18'-6" CL FLXFL AIS	Shank - Minneapolis MN	Mar-2026	\$ 17,141.13		\$ 17,141.13			\$ 17,141.13
92	Bldg 11 - BWV - Process Pipe And Fittings	UECO 600006522-001	20" x 18'-6" CL FLXFL AIS	Shank - Minneapolis MN	Mar-2026	\$ 7,032.00		\$ 7,032.00			\$ 7,032.00
93	General	Rognes Corp P101608	36OD .750 Wall A252-2 Rolled & Welded	Marshalltown IA - Jobsite	Mar-2026	\$ 96,540.00		\$ 96,540.00			\$ 96,540.00
94	General	Rognes Corp P101608	36 OC & 24 OD Piping	Marshalltown IA - Jobsite	Mar-2026	\$ 65,204.00		\$ 65,204.00			\$ 65,204.00
95	General	Price Electric Pay App 04	Graybar Electric Invoices	Marshalltown IA - Jobsite	Mar-2026	\$ 33,955.84		\$ 33,955.84			\$ 33,955.84
96	Bldg 11 - SR Treatment	Nucor PS1474962A	Pier Rebar - Pipe Encasement Rebar	Marshalltown IA - Jobsite	Mar-2026	\$ 13,996.78		\$ 13,996.78			\$ 13,996.78
97	General	Nystrom C1000071900	Access Hatches	Marshalltown IA - Jobsite	Mar-2026	\$ 16,595.70		\$ 16,595.70			\$ 16,595.70
98	Site 01 - FW3	UECO 20062174-005	Perf Polywrap	Marshalltown IA - Jobsite	Apr-2026	\$ 506.00		\$ 506.00			\$ 506.00
99	Site 01 - Raw Water	UECO 20062177-002	MJ Fittings	Marshalltown IA - Jobsite	Apr-2026	\$ 12,104.03		\$ 12,104.03			\$ 12,104.03
100	Site 01 - RSD Force Main	UECO 20062181-001	C900 Pipe	Marshalltown IA - Jobsite	Apr-2026	\$ 4,234.40		\$ 4,234.40			\$ 4,234.40
101	Site 01 - RSD Lagoons	UECO 20062191-001	C900 Pipe	Marshalltown IA - Jobsite	Apr-2026	\$ 25,406.40		\$ 25,406.40			\$ 25,406.40
102	Site 01 - FW2	UECO 20061933-007	MJ Fittings	Marshalltown IA - Jobsite	Apr-2026	\$ 3,269.38		\$ 3,269.38			\$ 3,269.38
103	Bldg 11 - BWV - Process Pipe And Fittings	UECO 20061814-005	FlxPE Wall Pipe	Marshalltown IA - Jobsite	Apr-2026	\$ 25,159.78		\$ 25,159.78			\$ 25,159.78
104	Site 01 - RSD Force Main	UECO 20062181-002	C900 Pipe	Marshalltown IA - Jobsite	Apr-2026	\$ 8,468.80		\$ 8,468.80			\$ 8,468.80
105	Site 01 - Potable Water	UECO 20062185-002	C900 And Yellowmine Pipe	Marshalltown IA - Jobsite	Apr-2026	\$ 1,569.28		\$ 1,569.28			\$ 1,569.28
106	Site 01 - Raw Water	UECO 20062177-003	MJ Fittings	Marshalltown IA - Jobsite	Apr-2026	\$ 9,552.46		\$ 9,552.46			\$ 9,552.46
107	Site 01 - FW3	UECO 20062174-006	MJ Fittings	Marshalltown IA - Jobsite	Apr-2026	\$ 15,539.16		\$ 15,539.16			\$ 15,539.16
108	Site 01 - FW3	UECO 20062497-001	Valve Stem Extension	Marshalltown IA - Jobsite	Apr-2026	\$ 185.00		\$ 185.00			\$ 185.00
109	General - Plumbing	Plumb Supply S101564505.001	FD-2	Marshalltown IA - Jobsite	Apr-2026	\$ 2,952.00		\$ 2,952.00			\$ 2,952.00
110	Site 01 - FW1	UECO 20062217-000	TJ Ductile Pipe	Marshalltown IA - Jobsite	Apr-2026	\$ 148,863.97		\$ 148,863.97			\$ 148,863.97
111	Bldg 11 - ROF - Process Pipe And Fittings	UECO 20062180-001	MJ Fittings	Marshalltown IA - Jobsite	Apr-2026	\$ 26,171.48		\$ 26,171.48			\$ 26,171.48
112	Site 01 - FW2	UECO 20061933-008	MJ Fittings	Marshalltown IA - Jobsite	Apr-2026	\$ 12,286.54		\$ 12,286.54			\$ 12,286.54
113	Site 01 - FW1	UECO 20062217-001	TJ Ductile Pipe	Marshalltown IA - Jobsite	Apr-2026	\$ 80,082.29		\$ 80,082.29			\$ 80,082.29
114	General	Mellen & Assoc 040400	Dezuik 12"x6" PEC FL	Marshalltown IA - Jobsite	Apr-2026	\$ 25,316.12		\$ 25,316.12			\$ 25,316.12
115	Bldg 11 - SR Treatment	Nucor PS1476702A	Treatment Building Rebar	Marshalltown IA - Jobsite	Apr-2026	\$ 157,384.16		\$ 157,384.16			\$ 157,384.16
116	Bldg 12 - SR Chemical	Nucor PS1476702A	Bldg 12 Pier Rebar	Marshalltown IA - Jobsite	Apr-2026	\$ 28,943.42		\$ 28,943.42			\$ 28,943.42
117	Bldg 11 - SR Treatment	Nucor PS1476702A	Treatment Building Rebar	Marshalltown IA - Jobsite	Apr-2026	\$ 2,605.00		\$ 2,605.00			\$ 2,605.00
118	Bldg 11 - SR Treatment	Ferguson 2084157	Stainless Steel Piping	Shank - Johnston IA	Apr-2026	\$ 49,553.65		\$ 49,553.65			\$ 49,553.65
119	Bldg 11 - SR Treatment	Ferguson 2084157-1	Stainless Steel Piping	Shank - Johnston IA	Apr-2026	\$ 90,291.13		\$ 90,291.13			\$ 90,291.13
120	Site 01 - FW2	UECO 20061935-001	TJ & RJ Ductile Pipe	Marshalltown IA - Jobsite	May-2026		\$ 141,536.75				
121	Site 01 - FW2	UECO 20061935-002	TJ & RJ Ductile Pipe	Marshalltown IA - Jobsite	May-2026		\$ 184,082.24				
122	Site 01 - FW2	UECO 20061935-003	TJ & RJ Ductile Pipe	Marshalltown IA - Jobsite	May-2026		\$ 161,102.37				

Stored Material

	A	B	C	D	E	F	G	H	I	J	K
123	General - Plumbing	Plumb Supply S101622349.001	Cast Soil Pipe & No Hub Fittings	Marshalltown IA - Jobsite	May-2026		\$ 5,878.06				
124	General - Plumbing	Plumb Supply S101622349.002	No Hub Fittings	Marshalltown IA - Jobsite	May-2026		\$ 266.56				
125	General - Plumbing	Plumb Supply S101624393.001	No Hub Fittings	Marshalltown IA - Jobsite	May-2026		\$ 2,177.27				
126	Site 01 - FW1	UECO 20062212-004	PVC Pipe & Ductile MJ Fittings	Marshalltown IA - Jobsite	May-2026		\$ 43,725.38				
127	Site 01 - FW3	UECO 20062174-007	PVC Pipe	Marshalltown IA - Jobsite	May-2026		\$ 63.84				
128	Site 01 - Raw Water	UECO 20062177-004	PVC Pipe & Ductile MJ Fittings	Marshalltown IA - Jobsite	May-2026		\$ 31,804.01				
129	Site 01 - RSD Force Main	UECO 20062181-003	PVC Pipe & Ductile MJ Fittings	Marshalltown IA - Jobsite	May-2026		\$ 4,515.05				
130	Site 01 -Decant	UECO 20062195-002	Ductile MJ Fittings	Marshalltown IA - Jobsite	May-2026		\$ 650.19				
131	General	Mellen & Assoc 040443	Dezurik 24" BAW MJ	Marshalltown IA - Jobsite	May-2026		\$ 168,988.50				
132	General	Mellen & Assoc 039783	Kennedy Swing Check Valves	Marshalltown IA - Jobsite	May-2026		\$ 47,598.00				
133	General	Mellen & Assoc 040494	Dezurik BAW FLG	Marshalltown IA - Jobsite	May-2026		\$ 85,977.22				
134	General	Mellen & Assoc 040543	Dezurik BAW MJ	Marshalltown IA - Jobsite	May-2026		\$ 168,988.50				
135	Site 01 -Potable Water	UECO 20062189-001	Blind Flange	Marshalltown IA - Jobsite	May-2026		\$ 75.88				
136	Site 01 - FW1	UECO 20062212-005	MJ Fittings	Marshalltown IA - Jobsite	May-2026		\$ 570.00				
137	Site 01 - FW2	UECO 20062061-000	Casing Spacers	Marshalltown IA - Jobsite	May-2026		\$ 21,159.34				
138	Site 01 - Raw Water	UECO 20062177-005	MJ Fittings	Marshalltown IA - Jobsite	May-2026		\$ 32,638.69				
139	Bldg 11 - ROBL - Process Pipe & Fittings	UECO 60006554-000	GVxPE Floor Pipe	Marshalltown IA - Jobsite	May-2026		\$ 5,277.00				
140											
141			Totals			\$ 3,110,900.98	\$ 1,107,074.85	\$ 3,110,900.98		\$ 43,765.02	\$ 3,067,135.96

Application and Certificate For Payment

To Owner: Shank Constructors 3501 85th Ave N Minneapolis, MN 55443 From: Price Electric (Contractor): 405 N Troy Rd Robins, IA 52328 Phone: 319-393-6406	Project: Marshalltown RO Membrane 1956 N Center St Rd Marshalltown, IA 50158	Application No: 6 Date: 05/21/2026 Period To: 05/31/26 Architect's Project No: Contract Date: 10/14/25
	Contractor Job Number: CA-251072 Via (Architect): Contract For:	

Contractor's Application For Payment

Change Order Summary	Additions	Deductions
Change orders approved in previous months by owner		
	Number	Date Approved
Change orders approved this month		
Totals		
Net change by change orders		

Original contract sum	9,317,355.00
Net change by change orders	0.00
Contract sum to date	9,317,355.00
Total completed and stored to date	656,236.53
Retainage	
3.0% of completed work	18,664.83
3.0% of stored material	1,022.27
Total retainage	19,687.10
Total earned less retainage	636,549.43
Less previous certificates of payment	588,364.01
0.000% of taxable amount	0.00
No Sales or Use Tax	
Current sales tax	0.00

The undersigned Contractor certifies that to the best of the Contractor's knowledge, information, and belief the work covered by this Application for Payment has been completed in accordance with the Contract Documents, that all amounts have been paid by the Contractor for work for which previous Certificates for Payment were issued and payments received from the Owner, and that current payment shown herein is now due.

Contractor:
 By: [Signature] Date: 5/28/26
 State of: IA County of: Winn
 Subscribed and sworn to before me this 28th day of May
[Signature] (year), Notary public.
 My commission expires 4/10/29



Kelly Fabor
 Commission Number 872312
 My Commission Expires 04/10/2029

48,185.42

Balance to finish, including retainage 8,680,805.57

Architect's Certificate for Payment

In accordance with the Contract Documents, based on on-site observations and the data comprising the above application the Architect certifies to the Owner that to the best of the Architect's knowledge, information and belief the Work has progressed as indicated, the quality of the Work is in accordance with the Contract Documents, and the Contractor is entitled to payment of the Amount Certified.

Architect:
 By: _____ Date: _____

This Certification is not negotiable. The Amount Certified is payable only to the Contractor named herein. Issuance, payment, and acceptance of payment are without prejudice to any rights of the Owner or Contractor under this Contract.

Amount Certified: \$ _____

Application and Certificate For Payment -- page 2

To Owner: Shank Constructors
 From (Contractor): Price Electric
 Project: Marshalltown RO Membrane

Application No: 6 Date: 05/21/26 Period To: 05/31/26
 Contractor's Job Number: CA-251072
 Architect's Project No:

Item Number	Description	Scheduled Value	Work Completed		Materials Presently Stored	Completed and Stored to Date	%	Balance to Finish	Retention	Memo
			Previous Application	This Period						
A003	Site 01 Demo	15,000.00	750.00	0.00	0.00	750.00	5.00	14,250.00	22.50	
A005	Site 01 Temp Power/Light	35,000.00	24,500.00	0.00	0.00	24,500.00	70.00	10,500.00	735.00	
A010	Site 01 Underground - Labor	625,000.00	0.00	0.00	0.00	0.00	0.00	625,000.00	0.00	
A015	Site 01 Underground - Material	325,000.00	33,955.84	0.00	17,164.69	51,120.53	15.73	273,879.47	1,533.62	
A040	Site 01 Branch Wire - Labor	50,000.00	0.00	0.00	0.00	0.00	0.00	50,000.00	0.00	
A045	Site 01 Branch Wire - Material	25,000.00	0.00	0.00	0.00	0.00	0.00	25,000.00	0.00	
A050	Site 01 Feeder Wire - Labor	200,000.00	0.00	0.00	0.00	0.00	0.00	200,000.00	0.00	
A055	Site 01 Feeder Wire - Material	550,000.00	0.00	0.00	0.00	0.00	0.00	550,000.00	0.00	
A060	Site 01 Gear/Equipment - Labor	40,000.00	0.00	0.00	0.00	0.00	0.00	40,000.00	0.00	
A065	Site 01 Gear/Equipment - Material	460,000.00	0.00	0.00	0.00	0.00	0.00	460,000.00	0.00	
A070	Site 01 Lighting - Labor	5,000.00	0.00	0.00	0.00	0.00	0.00	5,000.00	0.00	
A075	Site 01 Lighting - Material	8,880.00	0.00	0.00	0.00	0.00	0.00	8,880.00	0.00	
A090	Site 01 Generator - Labor	35,000.00	0.00	0.00	0.00	0.00	0.00	35,000.00	0.00	
A095	Site 01 Generator - Material	2,800,000.00	0.00	0.00	0.00	0.00	0.00	2,800,000.00	0.00	
A125	Site 01 Lighting Protection	35,500.00	0.00	0.00	0.00	0.00	0.00	35,500.00	0.00	
A240	Site 01 LV Cabling - Labor	15,000.00	0.00	0.00	0.00	0.00	0.00	15,000.00	0.00	
A275	Site 01 Video Surveillance	10,350.00	0.00	0.00	0.00	0.00	0.00	10,350.00	0.00	
A280	Site 01 Access Control	5,780.50	0.00	0.00	0.00	0.00	0.00	5,780.50	0.00	
B020	Building 2 Branch RI - Labor	45,000.00	31,500.00	0.00	0.00	31,500.00	70.00	13,500.00	945.00	
B025	Building 2 Branch RI - Material	10,000.00	7,000.00	0.00	0.00	7,000.00	70.00	3,000.00	210.00	
B030	Building 2 Feeder RI - Labor	3,000.00	2,250.00	0.00	0.00	2,250.00	75.00	750.00	67.50	
B035	Building 2 Feeder RI - Material	1,000.00	750.00	0.00	0.00	750.00	75.00	250.00	22.50	
B040	Building 2 Branch Wire - Labor	5,000.00	0.00	0.00	0.00	0.00	0.00	5,000.00	0.00	
B045	Building 2 Branch Wire - Material	1,000.00	0.00	0.00	0.00	0.00	0.00	1,000.00	0.00	
B055	Building 2 Feeder Wire - Material	60,000.00	0.00	0.00	0.00	0.00	0.00	60,000.00	0.00	
B060	Building 2 Gear/Equipment - Labor	10,000.00	0.00	0.00	0.00	0.00	0.00	10,000.00	0.00	

Application and Certificate For Payment -- page 3

To Owner: Shank Constructors
 From (Contractor): Price Electric
 Project: Marshalltown RO Membrane

Application No: 6 Date: 05/21/26 Period To: 05/31/26
 Contractor's Job Number: CA-251072
 Architect's Project No:

Item Number	Description	Scheduled Value	Work Completed		Materials Presently Stored	Completed and Stored to Date	%	Balance to Finish	Retention	Memo
			Previous Application	This Period						
B065	Building 2 Gear/Equipment - Material	280,000.00	0.00	0.00	0.00	0.00	0.00	280,000.00	0.00	
B080	Building 2 Devices - Labor	1,000.00	0.00	0.00	0.00	0.00	0.00	1,000.00	0.00	
B085	Building 2 Devices - Material	500.00	0.00	0.00	0.00	0.00	0.00	500.00	0.00	
C020	Building 4 Branch RI - Labor	20,000.00	18,000.00	0.00	0.00	18,000.00	90.00	2,000.00	540.00	
C025	Building 4 Branch RI - Material	5,000.00	4,500.00	0.00	0.00	4,500.00	90.00	500.00	135.00	
C030	Building 4 Feeder RI - Labor	75,000.00	67,500.00	0.00	0.00	67,500.00	90.00	7,500.00	2,025.00	
C035	Building 4 Feeder RI - Material	40,000.00	36,000.00	0.00	0.00	36,000.00	90.00	4,000.00	1,080.00	
C040	Building 4 Branch Wire - Labor	3,500.00	0.00	0.00	0.00	0.00	0.00	3,500.00	0.00	
C045	Building 4 Branch Wire - Material	1,500.00	0.00	0.00	0.00	0.00	0.00	1,500.00	0.00	
C050	Building 4 Feeder Wire - Labor	3,500.00	0.00	0.00	0.00	0.00	0.00	3,500.00	0.00	
C055	Building 4 Feeder Wire - Material	10,000.00	0.00	0.00	0.00	0.00	0.00	10,000.00	0.00	
C060	Building 4 Gear/Equipment - Labor	5,000.00	0.00	0.00	0.00	0.00	0.00	5,000.00	0.00	
C065	Building 4 Gear/Equipment - Material	110,000.00	0.00	0.00	0.00	0.00	0.00	110,000.00	0.00	
C240	Building 4 LV Cabling - Labor	1,000.00	0.00	0.00	0.00	0.00	0.00	1,000.00	0.00	
D060	Building 10 Gear/Equipment - Labor	15,000.00	0.00	0.00	0.00	0.00	0.00	15,000.00	0.00	
D065	Building 10 Gear/Equipment - Material	25,000.00	0.00	0.00	0.00	0.00	0.00	25,000.00	0.00	
E005	Building 11 Temp Power/Light	2,500.00	0.00	0.00	0.00	0.00	0.00	2,500.00	0.00	
E010	Building 11 Underground - Labor	51,500.00	0.00	0.00	0.00	0.00	0.00	51,500.00	0.00	
E015	Building 11 Underground - Material	25,000.00	0.00	0.00	0.00	0.00	0.00	25,000.00	0.00	
E020	Building 11 Branch RI - Labor	250,000.00	0.00	0.00	0.00	0.00	0.00	250,000.00	0.00	
E025	Building 11 Branch RI - Material	92,000.00	0.00	0.00	0.00	0.00	0.00	92,000.00	0.00	
E030	Building 11 Feeder RI - Labor	55,000.00	0.00	0.00	0.00	0.00	0.00	55,000.00	0.00	
E035	Building 11 Feeder RI - Material	30,000.00	0.00	0.00	0.00	0.00	0.00	30,000.00	0.00	
E040	Building 11 Branch Wire - Labor	55,500.00	0.00	0.00	0.00	0.00	0.00	55,500.00	0.00	
E045	Building 11 Branch Wire - Material	30,000.00	0.00	0.00	0.00	0.00	0.00	30,000.00	0.00	
E050	Building 11 Feeder Wire - Labor	30,000.00	0.00	0.00	0.00	0.00	0.00	30,000.00	0.00	

Application and Certificate For Payment -- page 4

To Owner: Shank Constructors
 From (Contractor): Price Electric
 Project: Marshalltown RO Membrane

Application No: 6 Date: 05/21/26 Period To: 05/31/26
 Contractor's Job Number: CA-251072
 Architect's Project No:

Item Number	Description	Scheduled Value	Work Completed		Materials Presently Stored	Completed and Stored to Date	%	Balance to Finish	Retention	Memo
			Previous Application	This Period						
E055	Building 11 Feeder Wire - Material	80,000.00	0.00	0.00	0.00	0.00	0.00	80,000.00	0.00	
E060	Building 11 Gear/Equipment - Labor	50,000.00	0.00	0.00	0.00	0.00	0.00	50,000.00	0.00	
E065	Building 11 Gear/Equipment - Material	720,000.00	0.00	0.00	8,455.50	8,455.50	1.17	711,544.50	253.67	
E070	Building 11 Lighting - Labor	20,000.00	0.00	0.00	0.00	0.00	0.00	20,000.00	0.00	
E075	Building 11 Lighting - Material	61,389.00	0.00	0.00	0.00	0.00	0.00	61,389.00	0.00	
E080	Building 11 Devices - Labor	6,000.00	0.00	0.00	0.00	0.00	0.00	6,000.00	0.00	
E085	Building 11 Devices - Material	2,000.00	0.00	0.00	0.00	0.00	0.00	2,000.00	0.00	
E240	Building 11 LV Cabling - Labor	10,000.00	0.00	0.00	0.00	0.00	0.00	10,000.00	0.00	
E250	Building 11 LV Device - Labor	20,350.00	0.00	0.00	0.00	0.00	0.00	20,350.00	0.00	
E275	Building 11 Video Surveillance	19,318.00	0.00	0.00	0.00	0.00	0.00	19,318.00	0.00	
E280	Building 11 Access Control	3,595.80	0.00	0.00	0.00	0.00	0.00	3,595.80	0.00	
F005	Building 12 Temp Power/Light	2,500.00	0.00	0.00	0.00	0.00	0.00	2,500.00	0.00	
F010	Building 12 Underground - Labor	24,250.00	0.00	0.00	0.00	0.00	0.00	24,250.00	0.00	
F015	Building 12 Underground - Material	12,500.00	0.00	0.00	0.00	0.00	0.00	12,500.00	0.00	
F020	Building 12 Branch RI - Labor	70,000.00	0.00	0.00	0.00	0.00	0.00	70,000.00	0.00	
F025	Building 12 Branch RI - Material	32,000.00	0.00	0.00	0.00	0.00	0.00	32,000.00	0.00	
F030	Building 12 Feeder RI - Labor	29,000.00	0.00	0.00	0.00	0.00	0.00	29,000.00	0.00	
F035	Building 12 Feeder RI - Material	9,500.00	0.00	0.00	0.00	0.00	0.00	9,500.00	0.00	
F040	Building 12 Branch Wire - Labor	18,000.00	0.00	0.00	0.00	0.00	0.00	18,000.00	0.00	
F045	Building 12 Branch Wire - Material	9,750.00	0.00	0.00	0.00	0.00	0.00	9,750.00	0.00	
F050	Building 12 Feeder Wire - Labor	8,250.00	0.00	0.00	0.00	0.00	0.00	8,250.00	0.00	
F055	Building 12 Feeder Wire - Material	25,000.00	0.00	0.00	0.00	0.00	0.00	25,000.00	0.00	
F060	Building 12 Gear/Equipment - Labor	23,228.00	0.00	0.00	0.00	0.00	0.00	23,228.00	0.00	
F065	Building 12 Gear/Equipment - Material	154,234.00	0.00	0.00	4,227.75	4,227.75	2.74	150,006.25	126.83	
F070	Building 12 Lighting - Labor	7,500.00	0.00	0.00	0.00	0.00	0.00	7,500.00	0.00	
F075	Building 12 Lighting - Material	32,866.00	0.00	0.00	0.00	0.00	0.00	32,866.00	0.00	

Application and Certificate For Payment -- page 5

To Owner: Shank Constructors
 From (Contractor): Price Electric
 Project: Marshalltown RO Membrane

Application No: 6 Date: 05/21/26 Period To: 05/31/26
 Contractor's Job Number: CA-251072
 Architect's Project No:

Item Number	Description	Scheduled Value	Work Completed		Materials Presently Stored	Completed and Stored to Date	%	Balance to Finish	Retention	Memo
			Previous Application	This Period						
F080	Building 12 Devices - Labor	2,000.00	0.00	0.00	0.00	0.00	0.00	2,000.00	0.00	
F085	Building 12 Devices - Material	750.00	0.00	0.00	0.00	0.00	0.00	750.00	0.00	
F160	Building 12 Fire Alarm Cable - Labor	3,250.00	0.00	0.00	0.00	0.00	0.00	3,250.00	0.00	
F161	Building 12 Fire Alarm Device - Labor	9,000.00	0.00	0.00	0.00	0.00	0.00	9,000.00	0.00	
F165	Building 12 Fire Alarm - Material	18,075.00	0.00	0.00	0.00	0.00	0.00	18,075.00	0.00	
F240	Building 12 LV Cabling - Labor	4,500.00	0.00	0.00	0.00	0.00	0.00	4,500.00	0.00	
F250	Building 12 LV Device - Labor	11,500.00	0.00	0.00	0.00	0.00	0.00	11,500.00	0.00	
F275	Building 12 Video Surveillance	8,000.00	0.00	0.00	0.00	0.00	0.00	8,000.00	0.00	
F280	Building 12 Access Control	7,721.70	0.00	0.00	0.00	0.00	0.00	7,721.70	0.00	
G005	Building 13 Temp Power/Light	5,000.00	0.00	0.00	0.00	0.00	0.00	5,000.00	0.00	
G010	Building 13 Underground - Labor	24,250.00	0.00	0.00	0.00	0.00	0.00	24,250.00	0.00	
G015	Building 13 Underground - Material	12,500.00	0.00	0.00	0.00	0.00	0.00	12,500.00	0.00	
G020	Building 13 Branch RI - Labor	65,000.00	0.00	0.00	0.00	0.00	0.00	65,000.00	0.00	
G025	Building 13 Branch RI - Material	41,000.00	0.00	0.00	0.00	0.00	0.00	41,000.00	0.00	
G030	Building 13 Feeder RI - Labor	23,000.00	0.00	0.00	0.00	0.00	0.00	23,000.00	0.00	
G035	Building 13 Feeder RI - Material	9,500.00	0.00	0.00	0.00	0.00	0.00	9,500.00	0.00	
G040	Building 13 Branch Wire - Labor	18,000.00	0.00	0.00	0.00	0.00	0.00	18,000.00	0.00	
G045	Building 13 Branch Wire - Material	9,750.00	0.00	0.00	0.00	0.00	0.00	9,750.00	0.00	
G050	Building 13 Feeder Wire - Labor	8,250.00	0.00	0.00	0.00	0.00	0.00	8,250.00	0.00	
G055	Building 13 Feeder Wire - Material	25,000.00	0.00	0.00	0.00	0.00	0.00	25,000.00	0.00	
G060	Building 13 Gear/Equipment - Labor	23,229.00	0.00	0.00	0.00	0.00	0.00	23,229.00	0.00	
G065	Building 13 Gear/Equipment - Material	188,186.00	0.00	0.00	4,227.75	4,227.75	2.25	183,958.25	126.83	
G070	Building 13 Lighting - Labor	7,500.00	0.00	0.00	0.00	0.00	0.00	7,500.00	0.00	
G075	Building 13 Lighting - Material	32,865.00	0.00	0.00	0.00	0.00	0.00	32,865.00	0.00	
G080	Building 13 Devices - Labor	2,000.00	0.00	0.00	0.00	0.00	0.00	2,000.00	0.00	
G085	Building 13 Devices - Material	750.00	0.00	0.00	0.00	0.00	0.00	750.00	0.00	

Application and Certificate For Payment -- page 6

To Owner: Shank Constructors
 From (Contractor): Price Electric
 Project: Marshalltown RO Membrane

Application No: 6 Date: 05/21/26 Period To: 05/31/26
 Contractor's Job Number: CA-251072
 Architect's Project No:

Item Number	Description	Scheduled Value	Work Completed		Materials Presently Stored	Completed and Stored to Date	%	Balance to Finish	Retention	Memo
			Previous Application	This Period						
G160	Building 13 Fire Alarm Cable - Labor	3,250.00	0.00	0.00	0.00	0.00	0.00	3,250.00	0.00	
G161	Building 13 Fire Alarm Device - Labor	9,000.00	0.00	0.00	0.00	0.00	0.00	9,000.00	0.00	
G165	Building 13 Fire Alarm - Material	18,075.00	0.00	0.00	0.00	0.00	0.00	18,075.00	0.00	
G240	Building 13 LV Cabling - Labor	4,500.00	0.00	0.00	0.00	0.00	0.00	4,500.00	0.00	
G250	Building 13 LV Device - Labor	11,150.00	0.00	0.00	0.00	0.00	0.00	11,150.00	0.00	
G275	Building 13 Video Surveillance	3,500.00	0.00	0.00	0.00	0.00	0.00	3,500.00	0.00	
G280	Building 13 Access Control	5,100.00	0.00	0.00	0.00	0.00	0.00	5,100.00	0.00	
H500	General Instrumentation	111,607.00	0.00	0.00	0.00	0.00	0.00	111,607.00	0.00	
H600	General Project Management	50,000.00	15,000.00	1,500.00	0.00	16,500.00	33.00	33,500.00	495.00	
H610	General BIM Services	80,000.00	64,000.00	4,000.00	0.00	68,000.00	85.00	12,000.00	2,040.00	
H707	General Equipment Rental	100,000.00	10,000.00	5,000.00	0.00	15,000.00	15.00	85,000.00	450.00	
H710	General Mobilization	15,000.00	15,000.00	0.00	0.00	15,000.00	100.00	0.00	450.00	
H900	General Submittals	255,000.00	229,500.00	5,100.00	0.00	234,600.00	92.00	20,400.00	7,038.00	
H902	General Bond	46,355.00	46,355.00	0.00	0.00	46,355.00	100.00	0.00	1,390.65	
RFC-001	Field Order #4	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Application Total		9,317,355.00	606,560.84	15,600.00	34,075.69	656,236.53	7.04	8,661,118.47	19,687.10	



SAFETY SERVICES PROPOSAL

IRWA RISK & SAFETY SERVICES

PREPARED BY: KYLE BROESDER, IRWA RISK & SAFETY SERVICES

MAY 22, 2026



1. Executive Summary

Marshalltown Water Works operates in an environment where the margin for error is narrow. Water and wastewater utility operations involve chemical hazards, mobile equipment, excavation work, confined spaces, energized systems, public interface, contractor exposure, and essential-service continuity risks. These are not merely compliance issues. They are operational, financial, reputational, and leadership issues.

Iowa Rural Water Association (IRWA) Risk & Safety Services exists to support safety beyond compliance—helping utility leaders build engaged teams where expectations are clear, ownership is visible, and safe work becomes part of how the work gets done.

Our approach is designed to strengthen internal capability, reduce exposure to serious injuries and operational disruptions, and support a more resilient organization. Rather than delivering generic compliance consulting, IRWA works as a practical risk control partner—helping leadership identify meaningful risk drivers, reinforce what is already working well, and implement improvements that are realistic for field operations.

This proposal outlines a structured advisory partnership that can include field surveys, leadership engagement, written recommendations, training support, program guidance, and ongoing strategic consultation. The intent is to help Marshalltown Water Works:

- Protect employees, supervisors, and the public
- Reduce exposure to serious injury and regulatory issues
- Strengthen operational reliability and leadership alignment
- Improve documentation, accountability, and safety consistency
- Support a stronger overall risk profile

IRWA appreciates the opportunity to support Marshalltown Water Works and looks forward to building a practical, trusted partnership that helps move safety from obligation to operational strength.

2. Understanding Your Operating Environment

Utility systems perform critical work in dynamic environments. Crews often split time between treatment operations, shops, distribution systems, emergency response, construction activity, contractor coordination, and customer-facing field work. This creates a broad exposure profile that requires more than a one-size-fits-all safety program.

Typical exposures for organizations like Marshalltown Water Works may include:

- Water treatment and chemical handling operations
- Chlorine, disinfectant, and process chemical exposure potential
- Excavation, trenching, and underground utility work
- Confined space entry and atmospheric hazards
- Electrical safety and hazardous energy control needs
- Driving, backing, and fleet-related loss exposures
- Slips, trips, falls, housekeeping, and ergonomic strain
- Machine guarding, powered equipment, and shop safety risks

- Emergency response and public protection responsibilities
- Documentation, training, and program-management gaps

These exposures matter because the consequences are rarely limited to OSHA citations alone. A single serious event can affect employee well-being, operations, public trust, leadership credibility, insurance performance, and organizational momentum.

The strongest organizations do not wait for an injury, citation, or insurance issue to reveal where their systems are weak. They look earlier. They reinforce expectations, verify field conditions, strengthen supervisors, and improve the quality of risk ownership throughout the organization.

That is where IRWA provides value.

3. IRWA Risk & Safety Services Philosophy

IRWA's service model is grounded in a practical advisory philosophy:

Safety is not just compliance. Compliance matters, but it is only the floor. The real objective is helping the organization operate with clarity, discipline, and consistency.

Safety should support the work, not compete with it. Safe work is strongest when it is embedded into planning, supervision, execution, and follow-through.

Leadership sets the tone. Policies alone do not drive outcomes. Expectations, reinforcement, accountability, and visible ownership from leadership and supervisors are what shape daily work.

Field reality matters. The best recommendations are usable, practical, and aligned with how the work is actually performed.

Strong organizations learn before they are forced to. Observations, near misses, documentation gaps, recurring shortcuts, and weak signals all matter. The goal is to identify and address risk early.

IRWA's role is to help Marshalltown Water Works strengthen those conditions in a way that is credible to leadership, meaningful to employees, and practical for operations.

4. Proposed Scope of Services

The following scope is designed as a flexible advisory framework. Specific elements may be adjusted to fit the size, complexity, and service needs of Marshalltown Water Works.

A. Risk & Safety Advisory Surveys

IRWA can conduct focused onsite risk and safety surveys (inspections) designed to review facilities, operations, and work practices for meaningful safety and loss control issues. These surveys function as practical, field-driven reviews—often similar in spirit to a mock OSHA inspection, but broader in intent.

Potential survey areas include:

- Water treatment plant safety surveys

- Shop and maintenance facility safety surveys
- Underground construction and trenching safety surveys
- Distribution and field operations reviews
- Fleet and mobile equipment observations
- General site housekeeping and walking-working surface reviews

What This Assessment Produces:

- Structured onsite walkthrough
- Observation of conditions and work practices
- Employee and supervisor engagement during the visit
- Review of key physical controls and program elements
- Written report summarizing strengths, observations, and recommendations

B. Gap Assessment (Formal Safety Culture Assessment)

IRWA can conduct a structured Gap Assessment during the discovery and alignment phase to review the formal safety management systems influencing your organization's safety performance. This assessment focuses on how safety is designed to function—evaluating the systems, processes, and expectations that guide day-to-day operations.

The intent is to understand current safety program development, identify strengths and gaps, and align future services with your organization's operational reality and leadership priorities.

The Gap Assessment may include:

- Safety performance analysis (frequency, severity, trends, and compliance indicators)
- Review of formal safety programs (training, meetings, engagement activities)
- Evaluation of policies and procedures (rules, accountability, job planning tools)
- Review of inspection, audit, and verification processes
- Assessment of incident reporting, investigation, and tracking systems
- Consideration of operational factors influencing safety (scheduling, maintenance, incentives)

What This Assessment Produces:

- Structured review of key safety documents and materials
- Evaluation of how formal systems are intended to function
- Identification of gaps, inconsistencies, or opportunities for improvement
- Input to guide targeted interviews, focus groups, and field engagement
- Alignment of findings with the STEPS (Striving Towards Excellence and Professionalism in Safety) framework
- Written summary outlining strengths, gaps, and recommended next steps

C. Safety Climate Evaluation and Culture Assessment

IRWA can conduct a structured Safety Climate Evaluation and Culture Assessment during the discovery and alignment phase to better understand how safety is experienced across the organization. This

assessment focuses on the informal conditions that influence day-to-day performance—how safety is perceived, reinforced, communicated, and carried out in practice.

The intent is to better understand the organization’s current safety climate, surface the cultural factors influencing performance, and align future services with workforce realities, leadership priorities, and the way work actually gets done.

The assessment may include:

- Direct observation of work practices, conditions, and team interactions
- Leadership interviews to understand expectations, priorities, and influence
- Employee interviews or focus groups to gather frontline perspective
- Review of communication patterns, trust, accountability, and engagement
- Identification of informal norms, pressures, and beliefs affecting decision-making
- Consideration of overall safety climate and cultural maturity

What This Assessment Produces:

- Practical evaluation of how safety is understood and supported in normal work
- Identification of themes, concerns, and opportunities influencing performance
- Alignment of findings with the STEPS (*Striving Towards Excellence and Professionalism in Safety*) Framework
- Written summary outlining key observations, cultural themes, and recommended next steps

D. Leadership and Supervisor Support

Strong safety performance depends heavily on what leaders reinforce. IRWA can support management teams by helping translate safety expectations into practical field ownership.

Services may include:

- Leadership meetings to discuss recurring risks and priorities
- Supervisor coaching conversations
- Assistance identifying risk improvement priorities
- Support for communication of expectations to crews
- Guidance on accountability and follow-through

E. Training and Education Support

IRWA can provide or support training in selected areas based on operational needs and observed exposures.

Potential topics include:

- Excavation competent person / trench safety
- Hazard communication / right-to-know
- Lockout/tagout fundamentals and annual review support
- Confined space awareness
- Electrical safety awareness

- Walking-working surfaces and fall prevention
- PPE expectations
- Emergency response fundamentals
- Safety leadership and employee engagement topics

F. Program and Documentation Guidance

IRWA can review selected written safety programs and documentation practices to help identify gaps, inconsistencies, or areas for improvement.

Potential support areas include:

- Hazard communication program review
- Lockout/tagout program and periodic inspection process
- PPE program guidance and hazard assessment certification
- Horizontal directional drilling (HDD) and OSHA trenching and excavation program evaluation
- Fleet program safety evaluation
- Confined space program and emergency review
- Emergency action planning support
- Training documentation review
- Inspection and audit form development or refinement
- Written procedure guidance for higher-risk activities

G. Incident and Risk Trend Consultation

Where helpful, IRWA can help organizations review incident themes, recurring exposures, and operational patterns to identify opportunities for prevention.

This can include:

- Review of common loss drivers
- Discussion of near-miss and first-aid patterns
- Identification of repeat issues by location or task
- Support for improvement planning

H. Ongoing Advisory Access

Clients benefit most when they can reach out between site visits. IRWA can serve as an accessible risk and safety resource for practical questions, planning discussions, and issue triage.

Examples include:

- Interpreting an observed issue
- Discussing a planned task or upcoming project
- Reviewing a draft procedure or training need
- Talking through corrective-action priorities
- Preparing for a more formal risk review

5. Service Delivery Approach

IRWA proposes a five-phase service model designed to create clarity, momentum, and practical value.

Phase 1 – Discovery and Alignment

The engagement begins with a conversation to understand Marshalltown Water Works’s operations, current priorities, known concerns, and leadership goals.

This phase may include:

- Introductory leadership meeting
- Review of operational profile and service lines
- Identification of priority locations or exposure areas
- Review of any relevant current concerns
- Agreement on service focus and cadence

Objective: align services with real operating conditions and leadership priorities.

Phase 2 – Gap Assessment

This phase builds on initial alignment by conducting a structured review of the member’s formal safety management systems and performance indicators to understand how safety is designed to function across the organization.

The Gap Assessment focuses on identifying strengths, gaps, and alignment opportunities within the systems, processes, and expectations that influence day-to-day safety performance. It also helps establish a clear picture of current safety program development and maturity.

This phase may include:

- Review of safety performance data (frequency, severity, trends, and compliance indicators)
- Evaluation of formal safety programs (training, meetings, and engagement efforts)
- Review of policies and procedures (rules, accountability, and job planning tools)
- Assessment of inspection, audit, and verification processes
- Review of incident reporting, investigation, and tracking systems
- Consideration of operational factors influencing safety (scheduling, maintenance, incentives)
- Structured review of key safety documents and materials

Objective: establish a clear understanding of current safety systems and maturity to guide targeted engagement, align services with operational reality, and support practical, sustainable improvement.

Phase 3 – Field Assessment, Interviews, and Observation

IRWA conducts onsite field assessments and safety climate interview activities to evaluate both operational conditions and the informal factors influencing safety performance. This phase is designed to understand how work is actually performed, how safety is experienced across the organization, and where meaningful opportunities exist to strengthen performance.

This phase may include:

- Facility walkthroughs and jobsite observations
- Direct observation of work practices, controls, and team interactions
- Supervisor and leadership engagement
- Confidential employee interviews and/or focus groups
- Review of selected documentation and physical controls
- Identification of strengths, gaps, and underlying cultural drivers

This approach provides a practical view of “field reality”—connecting written programs to actual behaviors, decisions, and conditions. It also builds early engagement through open dialogue and active listening, helping establish trust and alignment between IRWA and the organization’s team.

Objective: Replace assumptions with field truth—equipping leadership to prioritize the risks that matter, strengthen performance, and protect people and the organization.

Phase 4 – Reporting and Recommendations

IRWA provides written reporting designed to be clear, practical, and leadership-friendly. Recommendations are intended to help the organization prioritize actions that matter.

Reports may include:

- Executive summary
- Positive observations
- Key findings
- Risk-based recommendations
- Why-it-matters context
- Suggested next steps

Objective: give leadership usable information that supports action and follow-through.

Phase 5 – Follow-Through and Continuous Improvement

The greatest value comes from reinforcement and follow-through. IRWA can support the organization after the report by helping discuss priorities, clarify next steps, and maintain forward movement.

This phase may include:

- Follow-up discussions
- Clarification of recommendations
- Support with selected action items
- Repeat visits or rechecks where appropriate
- Ongoing advisory consultation

Objective: help improvements stick and support continued maturity.

6. Deliverables

Depending on the selected service package, deliverables may include:

- Executive safety risk report
- Prioritized improvement roadmap
- Safety performance metrics
- Avoid claims through safety management
- Enhance Incident investigations
- Build a value-based safety process
- Safety surveys (inspections) with written reports
- Practical recommendations tied to observed conditions
- Why-it-matters explanations to support understanding and buy-in
- Selected training materials or training support
- Program/document review notes
- Follow-up communication regarding action priorities
- Annual program review and benchmarking
- Ongoing advisory support
- Moments that matter: emergency incidents & support with OSHA
- Maintain and improve the process

IRWA's reporting style is intended to be practical, professional, and useful to both field leaders and executive leadership.

7. Value to Marshalltown Water Works

IRWA Risk & Safety Services is designed to deliver value in ways that matter operationally and strategically.

Protecting People

The most immediate benefit is helping the organization identify and manage conditions that could contribute to injury, exposure, or preventable harm.

Supporting Reliable Operations

Many safety issues are also operational issues. Weak housekeeping, inadequate planning, poor equipment control, and inconsistent supervision can all affect uptime, workflow, morale, and execution.

Strengthening Leadership Confidence

Leaders benefit from clearer visibility into risk conditions, priorities, and opportunities for improvement. This supports better decision-making and stronger communication. All the while adding OSHA compliance confidence.

Improving Regulatory Readiness

While IRWA's services go beyond compliance, stronger programs, documentation, and field verification naturally support improved regulatory readiness.

Supporting a Better Risk Profile

Consistent attention to operational risk, employee protection, documentation, and corrective action helps strengthen the organization's broader risk story and control insurance costs.

Reinforcing a Stronger Safety Climate

Employees notice what leadership pays attention to. Visible engagement, practical improvements, and consistent expectations help build trust and credibility over time.

8. Investment Options

The following investment models are examples and can be adjusted to fit organizational size, travel, service area, and complexity.

Option A – Essential Advisory Support

Designed for organizations seeking a practical, foundational level of support.

Includes: - Initial leadership alignment meeting – Twelve One-Hour to Two-Hour In-Person Training Sessions – Nine focused onsite safety survey - Written report with recommendations - Access to Industry Experts ("Your Easy Button") - Phone/email advisory support between visits - Annual Quick-Pulse Loss Control Gap Analysis & Action Plan

Targeted initiatives and expanded scopes are formalized through the separate consulting agreements to support specific operational priorities, timelines, or regulatory needs.

Annual Investment: \$20,270.40

Option B – Advisory Partner Program: STEPS

Designed for organizations seeking recurring support throughout the year, this service level incorporates IRWA's **STEPS Framework** in the initial phases of engagement to help clarify the member's current stage of development, identify priorities for improvement, and align advisory support, education, and risk improvement efforts with operational needs.

STEPS — *Striving Toward Excellence and Professionalism in Safety* is IRWA's branded framework for helping members strengthen safety in a practical, sustainable way. Recognizing that each organization is at a different point in its journey, STEPS helps define what progress looks like at that stage and provides a credible path for building structure, improving engagement, strengthening performance, and advancing toward lasting safety excellence.

Includes:

- Initial leadership alignment meeting using the STEPS Framework
- Organization-wide kickoff meeting to align employees on safety expectations, program direction, and engagement approach
- Gap assessment of key safety programs, systems, and documents
- Evaluation of current safety maturity, structure, and operational needs
- Leadership and workforce interview sessions to gather insights, strengthen alignment, and reinforce shared ownership of safety across the organization
- Safety Climate Evaluation and Direct Observation
- Prioritized recommendations tailored to the organization's stage of development
- Advisory support focused on training, engagement, performance, and sustainability
- Practical guidance to support implementation, alignment, and continuous improvement
- A credible, staged path toward stronger safety performance and lasting excellence

Implementation & Continuous Improvement Approach:

IRWA supports members beyond initial assessment and planning by working alongside leadership and field teams to implement priorities and sustain progress through a structured, practical approach:

- Implement the Plan
 - In-person training sessions
 - Physical site safety (mock OSHA) inspections with report
 - Safety toolbox talk development & customization
 - Workforce engagement & relationship management
 - OSHA program review, design, and alignment
 - Loss analysis & claims management support
 - Risk transfer & operational integration
- Maintain the Process & Improve
 - Analyze and problem-solve safety data
 - Communicate relevant safety information
 - Access to industry experts (“your easy button”)
 - Annual Quick-Pulse loss control gap analysis & action plan
 - Continuous improvement commitment

Targeted initiatives and expanded scopes are formalized through the separate consulting agreements to support specific operational priorities, timelines, or regulatory needs.

Annual Investment: \$34,447.32

Option C – Enhanced Risk & Safety Partnership: STEPS

Designed for organizations seeking a more comprehensive and engaged level of recurring support throughout the year, this service level uses IRWA’s **STEPS Framework** through the same core phases of engagement, with additional capacity for deeper involvement, increased consulting time, and a stronger level of partnership as improvement efforts advance.

STEPS — *Striving Toward Excellence and Professionalism in Safety* is IRWA’s branded framework for helping members strengthen safety in a practical, sustainable way. Recognizing that each organization is at a different point in its journey, STEPS helps define what progress looks like at that stage and provides a credible path for building structure, improving engagement, strengthening performance, and advancing toward lasting safety excellence.

This enhanced option follows the same overall service structure as Option B, but the higher level of investment allows for a heavier lift in support. That means more time spent engaging with leadership and operations, more opportunity for follow-up and consultation, and greater capacity to help translate findings into practical next steps. The result is a stronger service cadence and a more embedded advisory relationship throughout the year.

Includes:

- Initial leadership alignment meeting using the STEPS Framework
- Organization-wide kickoff meeting to align employees on safety expectations, program direction, and engagement approach
- Gap assessment of key safety programs, systems, and documents

- Evaluation of current safety maturity, structure, and operational needs
- Leadership and workforce interview sessions to gather insights, strengthen alignment, and reinforce shared ownership of safety across the organization
- Safety Climate Evaluation and Direct Observation
- Prioritized recommendations tailored to the organization’s stage of development
- Advisory support focused on training, engagement, performance, and sustainability
- Practical guidance to support implementation, alignment, and continuous improvement
- A credible, staged path toward stronger safety performance and lasting excellence
- Expanded onsite engagement and implementation support throughout the year

Implementation & Continuous Improvement Approach:

IRWA supports members beyond initial assessment and planning by working alongside leadership and field teams to implement priorities and sustain progress through a structured, practical approach:

- Implement the Plan
 - In-person training sessions
 - Physical site safety (mock OSHA) inspections with report
 - Safety toolbox talk development & customization
 - Workforce engagement & relationship management
 - OSHA program review, design, and alignment
 - Loss analysis & claims management support
 - Risk transfer & operational integration
- Maintain the Process & Improve
 - Analyze and problem-solve safety data
 - Communicate relevant safety information
 - Access to industry experts (“your easy button”)
 - Annual Quick-Pulse loss control gap analysis & action plan
 - Continuous improvement commitment

This option is well suited for organizations that want the same strategic framework, but with more time, support, and partnership behind the work. Many organizations find value in starting with a higher level of engagement in the first year to fully leverage the STEPS Framework—establishing a clear baseline, strengthening alignment, and building early momentum before adjusting service levels as the process matures.

Targeted initiatives and expanded scopes are formalized through the separate consulting agreements to support specific operational priorities, timelines, or regulatory needs.

Annual Investment: \$45,929.76

Option D – Embedded Culture & Operational Reliability Partnership: STEPS+

Designed for organizations seeking a deeply integrated and operationally embedded partnership, this service level expands beyond traditional safety support and recurring advisory services to help strengthen operational reliability, workforce engagement, leadership alignment, and long-term organizational resilience.

This partnership reflects IRWA's most comprehensive level of engagement under the **STEPS Framework** and is intended for organizations that recognize safety performance as inseparable from operational performance, workforce stability, organizational learning, and risk management maturity.

STEPS — *Striving Toward Excellence and Professionalism in Safety* — is IRWA's branded framework for helping members strengthen safety in a practical, sustainable, and operationally aligned way. Recognizing that each organization is at a different point in its journey, STEPS helps define what progress looks like at that stage while providing a credible path toward stronger engagement, improved operational consistency, leadership alignment, and lasting organizational improvement.

Unlike traditional consulting models centered primarily around periodic inspections or monthly safety visits, this partnership is designed to create a more embedded advisory relationship throughout the organization. The focus extends beyond compliance activities alone and supports how risk is operationally understood, communicated, led, and continuously improved across leadership teams, field operations, and organizational systems.

This option provides expanded consulting presence, deeper operational engagement, increased leadership collaboration, and greater implementation support throughout the year. The result is a stronger partnership cadence that helps organizations build resilience, improve operational reliability, strengthen workforce ownership, and positively influence long-term loss trends and underwriting fitness.

Includes:

- Executive and leadership alignment meetings using the STEPS Framework
- Organization-wide kickoff and engagement sessions to align operational expectations, workforce involvement, and safety direction
- Comprehensive evaluation of safety programs, operational systems, leadership processes, and organizational risk drivers
- Leadership and workforce interview sessions to strengthen communication, alignment, trust, and shared ownership across the organization
- Safety Climate Evaluation, field engagement, and direct operational observation
- Expanded onsite presence to support operational consistency, accountability, and implementation efforts
- Embedded advisory support focused on leadership development, workforce engagement, organizational learning, and sustainable improvement
- Operational risk identification and prioritization strategies aligned with organizational goals and field realities
- Support in strengthening organizational communication, employee engagement, and supervisory effectiveness
- Guidance supporting claims reduction strategies, loss trend improvement, and operational risk reduction
- Assistance translating observations and findings into practical, staged implementation strategies
- Continuous consultation supporting operational resilience, reliability, and long-term safety maturity
- Strategic support designed to strengthen organizational credibility, operational stability, and underwriting fitness

Embedded Implementation & Operational Reliability Approach:

IRWA supports members beyond initial assessment and planning by working alongside leadership and field teams to strengthen operational reliability, improve workforce engagement, and sustain progress through a practical and highly collaborative approach.

Operational Implementation & Workforce Engagement

- In-person training and facilitated leadership discussions
- Physical site safety (mock OSHA) inspections with reporting and operational feedback
- Workforce engagement sessions and relationship management support
- Safety toolbox talk development and field communication support
- OSHA program review, design, alignment, and practical implementation guidance
- Operational risk reviews and field-level coaching opportunities
- Loss analysis, claims management collaboration, and trend evaluation
- Risk transfer and operational integration support
- Supervisor engagement and leadership development discussions
- Support strengthening consistency between written expectations and field execution

Continuous Improvement & Organizational Learning

- Analyze and problem-solve operational and safety performance data
- Identify systemic improvement opportunities and recurring operational exposures
- Facilitate organizational learning discussions following incidents, near misses, and operational challenges
- Communicate relevant safety and operational risk information
- Access to industry experts and specialized advisory resources (“your easy button”)
- Annual Quick-Pulse loss control gap analysis and strategic action planning
- Continuous improvement support focused on sustainability and operational maturity
- Ongoing consultation supporting organizational resilience and long-term performance improvement

Who This Partnership Is Designed For

This option is well suited for organizations seeking a more embedded and strategic partnership that extends beyond traditional safety consulting activities alone.

Organizations selecting this level of engagement often value:

- stronger operational alignment,
- deeper workforce engagement,
- leadership development,
- improved organizational communication,
- enhanced implementation support,
- sustainable culture improvement,
- and long-term operational resilience.

Many organizations find significant value in beginning with a higher level of embedded engagement during the early stages of the STEPS Framework to establish a strong operational baseline, build

momentum, strengthen organizational trust, and support meaningful long-term improvement before adjusting service levels as the process matures.

Targeted initiatives and expanded scopes are formalized through separate consulting agreements to support specific operational priorities, strategic initiatives, regulatory needs, or organizational objectives.

Annual Investment: \$68,894.64

Optional Add-On Services

These services may be priced separately or bundled:

- Additional site visits
 - Specialized training sessions
 - Excavation competent person training
 - OSHA 10/30-hour training
 - Focused program-development support
 - Orientation training development
 - Custom inspection checklist development
 - Board or executive safety presentations
-

9. Assumptions and Client Responsibilities

To support a productive engagement, the following assumptions apply:

- Marshalltown Water Works will provide reasonable access to facilities, work areas, and relevant personnel.
 - The organization will identify a primary contact for scheduling and coordination.
 - IRWA's recommendations are advisory in nature and intended to support the client's own leadership, management, and operational decision-making.
 - Implementation of recommendations remains the responsibility of Marshalltown Water Works.
 - Services do not constitute legal advice, engineering certification, or industrial hygiene testing unless separately specified.
 - Scheduling will be coordinated based on operational availability and service demand.
-

10. Why IRWA

IRWA brings a combination of industry familiarity, field credibility, and practical advisory orientation that is well-suited to utility operations.

Reasons organizations choose IRWA include:

- Understanding of utility field realities
- Practical, operations-minded recommendations
- Ability to engage both leadership and frontline personnel
- Focus on usable improvements, not generic boilerplate

- Advisory support that helps move safety beyond compliance language alone
- A service model designed to strengthen internal ownership rather than create dependency

IRWA's goal is not simply to identify deficiencies. It is to help organizations reinforce what is working, address what matters most, and build stronger conditions for long-term performance.

11. Next Steps

If Marshalltown Water Works wishes to proceed, IRWA will work with the organization to:

1. Confirm the preferred service option
2. Identify priority service areas and locations
3. Establish the initial schedule and points of contact
4. Finalize service agreement terms
5. Launch the engagement

IRWA appreciates the opportunity to support Marshalltown Water Works and would welcome the chance to discuss how this proposal can be tailored to best fit your organization.

Closing Thoughts: Persevere. Don't Quit – Ever!

False starts are a normal part of implementing any meaningful improvement. Progress is rarely linear—often two steps forward and one step back. The key is not perfection, but learning from each step and continuously strengthening the process over time.

Every organization operates differently, and effective safety approaches should reflect that reality. This is not about doing more—it is about focusing on what matters most and reinforcing it consistently.

At its core, worker safety is non-negotiable. Strong performance is built through active care, visible ownership, and sustained effort. Excellence is a journey. While perfection may not be attainable, organizations that pursue it with discipline and intention consistently achieve a higher standard of safety.

“Excellence is a journey. Perfection (zero) is not attainable. But if we chase perfection, we can catch excellence.”

Thank you for taking the time to review this proposal. The recommendations provided are intended to support meaningful, data-driven improvements. We're not selling services. We're helping you decide how strong you want this to be.

Should any questions arise as you consider the recommendations, I welcome the opportunity to discuss them further. Your input and collaboration are essential to ensuring these processes are both practical and effective.

Questions or Feedback:

Please feel free to reach out.

Kyle Broesder

Senior Risk & Safety Consultant

Iowa Rural Water Association

kbroesder@iowaruralwater.org

Cell: (605) 799-7068



Appendices:

**SAFETY SERVICES PROPOSAL
RESOURCES**

APPENDIX A

SIX PILLARS:

Key Elements of an Effective Injury and Illness Prevention Plan (I2P2)

Your organization is committed to establishing a safety and health program at your company because it is one of the most effective ways of protecting your most valuable asset: your workers. Losing workers to injury or illness, even for a short time, can cause significant disruption and cost—to you as well as the workers and their families. It can also damage workplace morale, productivity, turnover, and reputation. Safety and health programs foster a proactive approach to “finding and fixing” job site hazards before they can cause injury or illness. Rather than reacting to an incident, management and workers collaborate to identify and solve issues before they occur. This collaboration builds trust, enhances communication, and often leads to other business improvements. Employers who have implemented safety and health programs have also found that managing for safety results in higher-quality products or output and higher profits.

So, where do we begin? According to OSHA, the following six elements are the essential components of most proactive safety plans, including those used by companies seeking acceptance into OSHA’s Voluntary Protection Plan (VPP) and the state-run Safety and Health Achievement Recognition Program (SHARP).

- 1. Management leadership**
 - Establish clear safety and health goals for the program and define the actions needed to achieve those goals.
 - Designate one or more individuals with overall responsibility for implementing and maintaining the program.
 - Provide sufficient resources to ensure effective program implementation.
- 2. Worker participation**
 - Consult with workers in developing and implementing the program and involve them in updating and evaluating it.
 - Include employees in workplace inspections and incident investigations.
 - Encourage workers to report concerns such as hazards, injuries, illnesses, and near misses. Protect the rights of workers who participate in the program.
- 3. Hazard identification and assessment**
 - Identify, assess, and document workplace hazards by soliciting input from workers, inspecting the workplace, and reviewing available information on hazards.
 - Investigate injuries and illnesses to identify hazards that may have caused them. Inform workers of the hazards.
- 4. Hazard prevention and control**
 - Establish and implement a plan to prioritize and control identified hazards.
 - Provide interim controls to protect workers from any hazards that cannot be controlled immediately.
 - Verify that all control measures are implemented and are effective. Discuss the hazard control plan with affected workers.

5. Education and training

- Provide education and training to workers in a language and vocabulary they can understand. They should know:
- Procedures for reporting injuries, illnesses, and safety and health concerns; How to recognize hazards;
- Ways to eliminate, control, or reduce hazards; Elements of the program; and
- How to participate.
- Periodically conduct refresher education and training.

6. Program evaluation and improvement

- Conduct a periodic review to determine if the program has been implemented as designed and is making progress toward its goals.
- Modify the program as necessary to correct deficiencies. Continuously look for ways to improve the program.

Though the six elements above form the core of any effective I2P2, one size does not fit all. Employers should scale and adapt the program elements to meet the needs of their businesses, depending on size, industry sector, and complexity of operations.

The concept of continuous improvement is central to these recommended practices. As with any journey, the first step is often the most challenging. The idea is to begin with a basic program and grow from there. By initially focusing on achieving modest goals, monitoring performance, and evaluating outcomes, you can help your company progress over time along the path to higher levels of safety and health.

APPENDIX B

STEPS FRAMEWORK

STEPS — Striving Toward Excellence and Professionalism in Safety is IRWA’s branded framework for helping members strengthen safety in a practical, sustainable way. Every organization is at a different stage of development, and meaningful progress will look different for each one. STEPS helps define where a member currently stands, identify what is needed next, and align education, consulting, and risk improvement efforts to support real-world progress. It is a clear path for building structure, improving engagement, strengthening performance, and advancing toward lasting safety excellence.

See STEPS FRAMEWORK document.

APPENDIX C

CONSULTING AGREEMENTS

Targeted initiatives and expanded scopes are formalized through separate consulting agreements designed to align with each selected Investment Option. These agreements outline the specific program design, defined scope of services, and applicable terms and conditions—providing executive teams with clear visibility into deliverables, timelines, and expectations. This structure allows organizations to maintain a consistent advisory foundation while engaging additional support as operational priorities, regulatory needs, or strategic objectives evolve.

See CONSULTING AGREEMENT documents.

APPENDIX D – Example Service Menu

OTHER SERVICE OPTIONS

The following services may be incorporated into the final scope as needed:

- Physical site safety (Mock OSHA) inspections with report
 - Water treatment plant safety surveys
 - Shop safety surveys
 - Underground/trenching safety surveys
 - Safety leadership meetings
 - Loss analysis & claims management support
 - Supervisor coaching discussions
 - Workforce conditioning
 - Modified duty program implementation
 - Fleet program development
 - Hazard communication review
 - Lockout/tagout review support
 - Emergency preparedness review
 - PPE and housekeeping reviews
 - Safety toolbox talk development & customization
 - In-Person training sessions
 - Program/document review support
 - Incident investigations
 - Risk assessments
 - Claims coordinator development
 - Safety manager mentoring
 - Safety committee guidance
 - Leadership workshops / culture work
 - Peer-to-Peer observation development and coaching
 - OSHA informal conference support
 - Regulatory support
 - Quick-Pulse loss control gap analysis & action plan
 - Follow-up site visits and progress reviews
-



RISK ADVISORY & SAFETY SERVICES AGREEMENT – OPTION C

Risk & Safety Services Department

PRESENTED TO:

Marshalltown Water Works

Zach Maxfield
General Manager
205 East State Street
Marshalltown, Iowa 50158

PRESENTED BY:

Kyle Broesder
Senior Risk & Safety Consultant
kbroesder@iowaruralwater.org
605-799-7068

AGREEMENT PERIOD

July 1, 2026 – December 31, 2026 – This agreement will thereafter automatically renew for periods of one year each unless proper notice is given by either party in compliance with section 3.2 of this agreement.



A comprehensive strategy is essential to manage safety, claims, loss prevention, and compliance issues that affect your company. The Risk & Safety Services Department of Iowa Rural Water Association can assist your company in implementing and managing programs to address the needs of your organization.

Based on our understanding of your needs, Marshalltown Water Works is seeking expertise from Iowa Rural Water Association to provide onsite risk advisory & safety support. Details are defined in Exhibit A.

THIS PROFESSIONAL SERVICES AGREEMENT (this "Agreement") is made as of date July 1, 2026 (the "Effective Date"), by and between Marshalltown Water Works (herein referred to as "Client"), and Iowa Rural Water Association. (Herein referred to as "IRWA").

NOW, THEREFORE, in consideration of mutual covenants and representations set forth in the Agreement, the parties hereby agree as follows:

TERMS AND CONDITIONS

ARTICLE I. SERVICES PROVIDED BY IRWA

1.1 Obligation to Provide Services; Work Orders.

IRWA shall provide safety and risk management consulting, and other services as and when requested by Client from time to time (collectively, the "Services" or "In Scope Services"), as set forth in Exhibit A. The parties may agree at any time to modify the Services; provided, however, that all such modifications must be in writing and signed by both parties.

1.2 Quality of Services.

IRWA represents and warrants to Client that the Services performed by IRWA hereunder will be of professional quality, consistent with generally accepted industry standards and expectations for work of a similar nature. IRWA's employees and agents shall be adequately trained to perform such Services. IRWA shall control the manner and means by which it performs the Services, subject to the express provisions of this Agreement.

ARTICLE II. COMPENSATION SUMMARY & DISCLOSURES

2.1 Annual Compensation.

IRWA agrees to provide the services outlined in Exhibit A for the outlined pricing in Exhibit B: Services Fees (the "Fees" or "Services Fees").

2.2 Out-of-Scope Services.

In the event that additional services, which fall outside the Scope of Services described in Exhibit A, are requested by Client, IRWA will contact Client immediately and mutually agree on the cost and completion of these additional services. A written description of these additional services and the agreed upon compensation will be provided each time as an addendum to this Agreement.

ARTICLE III. TERM/TERMINATION

3.1 Term.

This Agreement shall begin on the Effective Date and continue through December 31st of the year of the Effective Date, with the agreement being automatically renewed or extended for additional periods of one (1) year commencing January 1st of the following year, unless terminated in accordance with Section 3.2.

3.2 Termination.

This agreement may be terminated by either party by giving the other party at least thirty (30) days written notice of its intent to terminate. In the event such termination is effective, Client shall be responsible to IRWA for any services performed prior to the date of termination and IRWA shall be responsible to Client to continue to provide services in connection with the Scope of Services listed in Exhibit A until the date of termination of this agreement.

ARTICLE IV. CONFIDENTIALITY AND WORKS

4.1 Confidentiality.

The term "Confidential Information" shall mean this Agreement and all business strategies, plans and procedures, business information, proprietary information, scientific information, product plans, sales information and plans, data, and trade secrets of Client, as well as any other information and materials that are deemed confidential or proprietary to or by Client (including, without limitation, all information and materials of Client's customers and their other consultants). IRWA (a) shall safeguard and maintain in strict confidence all Confidential Information provided to or learned or developed by IRWA during the course of IRWA's performance of the services and (b) shall not use or copy any Confidential Information, or authorize or permit others to use any such Confidential Information, for any purposes other than to perform the services.

4.2 Private Personal Information.

IRWA has implemented specific procedures, training and monitoring to protect the security of our operations and the privacy of our client information. "Private personal information" refers to non-public personal, proprietary and confidential information such as Social Security Numbers, Driver's License Numbers, Protected Health Information and Dates of Birth.

ARTICLE V. MISCELANEOUS

5.1 Relationship of the Parties.

Nothing in this Agreement shall be construed as creating an employer-employee relationship between IRWA and Client's employees or between Client and any of IRWA's employees. The Parties intend that an independent Contractor relationship will be created by this Agreement. The Client is interested only in the results to be achieved and the conduct and control of the work will lie solely with IRWA.

5.2 Indemnification and Hold Harmless.

Each party agrees to indemnify, defend and hold harmless the other against and in respect to all claims, demands, losses, costs, expenses, obligations, liabilities, damages, recoveries and deficiencies, including interest, penalties and attorney's fees that either of them may incur or suffer which result from any breach of, or failure to perform any of its representations, warranties, covenants or agreements contained within this Agreement or on any exhibit. If a claim by a third party is made against either of the indemnified parties herein, and if either of them intends to seek indemnity with respect to such claim under this Agreement, then such indemnified party shall promptly notify the other indemnifying party of such claim in writing.

5.3 Limitation of Liability.

Under no circumstances shall any party to this Agreement be liable to the other for any indirect, incidental, special or consequential damages (including but not limited to, loss of business, loss of use or loss of profits) which arise in any way, in whole or in part, as a result of any action, error, mistake or omission, whether or not negligence on the part of either party occurs.

EXECUTION OF AGREEMENT

IN WITNESS WHEREOF, the parties, through their authorized representatives, have executed this Agreement as of the Effective Date.

Iowa Rural Water Association

Marshalltown Water Works

By: _____

By: _____

Printed Name: _____

Printed Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

EXHIBIT A – ONSITE RISK ADVISORY & SAFETY SERVICES

PROGRAM DESIGN: Option C – Enhanced Risk & Safety Partnership: STEPS Framework

An IRWA Risk & Safety Consultant will provide risk & safety services as specified in the scope of work for a maximum of 192 service hours during the 365-day contract period. Specific services will be agreed upon between Client and Risk & Safety Consultant.

STEPS Framework

IRWA's Risk & Safety Services are delivered through the STEPS Framework (*Striving Toward Excellence and Professionalism in Safety*), a structured, practical approach designed to align safety efforts with operational reality and drive measurable improvement. Services are not pre-packaged; they are informed by a focused evaluation of both the formal and informal drivers of safety performance.

This includes a Formal Safety Culture Assessment (Gap Assessment) to evaluate safety programs, systems, and expectations, alongside an Informal Safety Culture Assessment (Safety Climate Evaluation) to understand how safety is experienced in day-to-day work through leadership engagement, workforce input, and direct field observation. Together, these perspectives establish a clear, experience-based understanding of current safety maturity, alignment, and performance.

This insight is used to guide the selection and delivery of services outlined in the À La Carte Safety Consulting Services Menu, ensuring efforts are targeted, relevant, and integrated into daily operations. The result is a tailored, credible path forward—strengthening engagement, improving performance, and supporting sustained safety excellence.

Option C incorporates expanded onsite engagement and implementation support throughout the year.

À La Carte Safety Consulting Services Menu

The following services are deployed based on the STEPS Framework to align with organizational priorities and operational needs.

In-Person Training Sessions

Tailored safety training sessions delivered at your location(s). Topics are customized to your industry needs, from OSHA compliance to best practices for hazard mitigation. Keep your team engaged, informed, and prepared with interactive, hands-on learning.

Physical Site Safety (Mock OSHA) Inspections with Report

Comprehensive on-site evaluations conducted to identify risks, ensure compliance, and provide actionable recommendations. Detailed reports and follow-ups help you stay ahead of potential safety issues while maintaining a proactive safety culture.

OSHA Program Review, Design, and Alignment

Evaluate existing safety programs against applicable OSHA standards and operational exposures; develop and tailor written programs, procedures, and supporting tools to align with regulatory requirements and real-world work practices.

Safety Toolbox Talk Development & Customization

Monthly development of a customized, discussion-driven safety toolbox talk aligned with current operations, seasonal risks, and recent events, including supporting documentation for recordkeeping and program continuity.

Workforce Engagement & Relationship Management

Strong, trust-based relationships are cultivated with leadership, supervisors, and field employees—particularly those closest to higher-risk activities and critical controls—to strengthen ownership of safe work. Consistent field presence, listening, and practical coaching enhance employee engagement, support interpretation of emerging safety trends and weak signals, enable clear communication of relevant information in usable formats, and promote timely resolution of employee concerns. Recognition of meaningful local successes and reinforcement of desired behaviors help sustain momentum and accountability within daily operations.

Loss Analysis & Claims Management Support

Loss runs, OSHA logs, and claim activity are analyzed to identify primary drivers of frequency and severity, recurring causal themes, and opportunities for prevention. Claim reporting and handling practices are strengthened, accountability is clarified through a defined claims coordination function, modified duty and return-to-work effectiveness is improved, and incident investigation quality is elevated so corrective actions address contributing factors and can be verified in the field. Safety program priorities remain aligned with loss trends to focus effort on areas where measurable reductions in injuries, costs, and operational disruption can be achieved.

Risk Transfer & Operational Integration

Guidance is provided on employment practices, exposures, and applicable risk transfer controls, and subcontractor management considerations. Safety is integrated into job planning and daily execution, so critical controls are embedded within the work itself. Practical planning tools—such as pre-job briefs, job safety analyses, permit reviews, and change-management triggers—support safe, repeatable, and well-coordinated operations across the organization.

Access to Industry Experts ("Your Easy Button")

Unlimited access to our safety and risk management consultant for real-time support. Whether it's addressing compliance questions, resolving issues, or providing expert advice, we're just a call or email away to simplify safety and protect your operations.

Annual Quick-Pulse Loss Control Gap Analysis & Action Plan

A review of your current safety practices and risk management strategies, benchmarked against industry standards. Delivered in a scorecard format, the analysis identifies gaps and outlines a tailored action plan to close them, helping you improve safety performance and reduce risk.

Continuous Improvement Commitment

Meaningful culture change is recognized as a multi-year journey in which progress is rarely linear. Through disciplined continuous improvement, lessons learned from each step inform stronger controls, clearer ownership, and sustained performance. Ongoing engagement beyond initial implementation reinforces the long-term partnership and enables the organization to maintain and advance a durable level of safety excellence.

Total: \$45,929.76 annually

Tailored services to fit your needs, for a plan that works best for you!

SCHEDULE A – RISK ADVISORY & SAFETY SERVICES SCOPE

1. Introduction & Intended Use

This Risk Advisory & Safety Services Scope (“Scope”) accompanies the Program Design and clarifies the services that may be delivered to strengthen the Client’s risk profile, improve the consistency of safe work practices, and support regulatory readiness. The Program Design defines the strategic direction; this Scope explains how services are executed, the deliverables typically produced, and which optional elements may be introduced as risk conditions or operational needs evolve.

Services are delivered in the role of a Risk Control Partner—working alongside leadership, supervisors, and field personnel to prioritize meaningful risk reduction, practical implementation, and sustainable ownership of safety processes over time.

2. Purpose & Expected Outcomes

- Strengthen organizational risk management maturity and loss prevention performance.
- Improve visibility of hazards, controls, and corrective actions across operations.
- Enhance regulatory readiness through practical, maintainable documentation and training.
- Establish repeatable safety rhythms (meetings, inspections, audits) that drive continuous improvement.
- Support leadership decision-making with clear risk insights and prioritized actions.

3. Service Approach

Services typically begin with onboarding and discovery to understand operations, exposures, loss history, and existing controls. Workstreams are then prioritized based on risk, operational impact, and Client goals. Engagement cadence and deliverables are scaled to match organizational capacity and desired pace of improvement.

4. Core Service Elements

Risk Assessment & Field Verification: Site reviews, hazard identification, and control evaluation aligned with operational realities.

Safety Program & Documentation Support: Development or refinement of written programs, procedures, and supporting forms.

Training & Workforce Engagement: Targeted training, supervisor coaching, and practical safety communication tools.

Incident Review & Corrective Action Guidance: Structured review of events to identify contributing factors and strengthen controls.

Leadership Risk Advisory: Strategic guidance, prioritization support, and alignment with organizational objectives.

5. Client Responsibilities

- Provide reasonable access to facilities, personnel, and relevant documentation.
- Designate internal contacts responsible for coordination and follow-through.
- Participate in prioritization and implementation of agreed corrective actions.
- Maintain ownership of safety processes and operational decision-making.

6. Services Not Included Unless Separately Agreed

- Industrial hygiene sampling, engineering design, or professional engineering stamps.
- 24/7 emergency response or on-call coverage beyond agreed response expectations.
- Full-time onsite safety staffing unless specifically contracted.
- Guarantees of regulatory compliance or injury-free outcomes.
- Any services not explicitly described in the Program Design or this Scope.

7. Introduction & Intended Use

- Expanded training programs or competency development pathways.
- Advanced risk analytics, dashboards, or benchmarking.
- Contractor management and prequalification controls for third-party work.
- Facilitated safety steering team development and governance support.
- Specialized regulatory or operational risk projects.

IMPLEMENTATION

Implementation occurs through coordinated scheduling, prioritization of risk-control initiatives, and structured development of regulatory programs, policies, and procedures aligned with operational needs and improvement goals.

EXHIBIT B: SERVICES FEES

IRWA will receive, as compensation for its services under this Agreement, fees in the amount of \$45,929.76 per year, plus any applicable taxes. Because the Initial Term represents a partial calendar year, the annual service fee described in this Agreement shall be prorated on a monthly basis from the Effective Date through December 31 of the applicable year. Beginning with the first Renewal Term and on each January 1 thereafter, the annual service fee shall be adjusted by an increase of three percent (3%) over the prior year's fee.

Please select billing method below.

- In one annual invoice in the amount of: \$45,929.76 (plus tax, if applicable)
- Equal quarterly invoices in the amount of: \$11,482.44 (plus tax, if applicable)
- Equal monthly installments in the amount of: \$3,827.48 (plus tax, if applicable)

Marshalltown Water Works agrees to pay IRWA all appropriate billings within 30 days of receipt of the invoice or a late fee will be incurred.

Additional services not listed in Exhibit A are not covered in the Scope of this Agreement. Additional services can be provided for an additional fee.

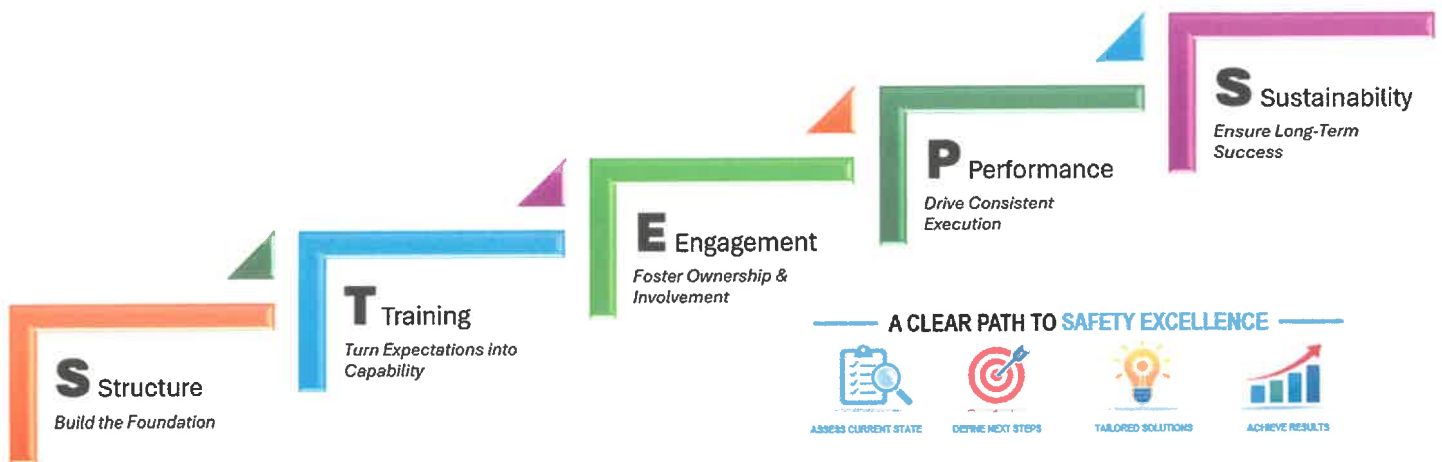
TRAVEL EXPENSES:

- We will not be billing for travel expenses.
- Not included, expenses will be in addition to fee above and will be submitted as incurred.

Rev March 5, 2026

STEPS FRAMEWORK

Striving Toward Excellence and Professionalism in Safety



MEET YOUR ORGANIZATION WHERE IT IS • BUILD A SAFETY PROCESS THAT LASTS



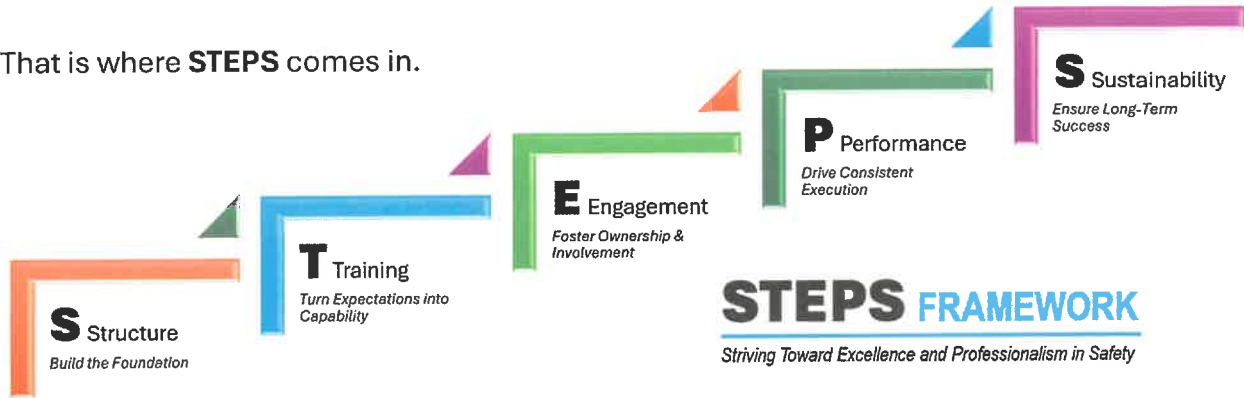
STEPS — Striving Toward Excellence and Professionalism in Safety is IRWA's branded framework for helping members strengthen safety in a practical, sustainable way. Every organization is at a different stage of development, and meaningful progress will look different for each one. STEPS helps define where a member currently stands, identify what is needed next, and align education, consulting, and risk improvement efforts to support real-world progress. It is a clear path for building structure, improving engagement, strengthening performance, and advancing toward lasting safety excellence.

STEPS FRAMEWORK

Striving Toward Excellence and Professionalism in Safety

Building a strong safety program does not happen overnight. It takes leadership, consistency, field credibility, and the willingness to improve over time. IRWA recognizes that every member organization is at a different point in that journey. Some are working to strengthen basic program elements and clarify expectations. Others are ready to improve engagement, sharpen accountability, and align safety more closely with operational excellence.

That is where **STEPS** comes in.



STEPS is the branded framework IRWA uses to help members understand where their current safety efforts stand, what progress looks like at their stage of development, and which next steps will create the most meaningful improvement. Rather than treating safety as a one-size-fits-all program, **STEPS** recognizes that progress is developmental. Advancement will look different for every organization depending on its risks, resources, leadership alignment, and level of safety maturity.

The purpose is not to compare one organization to another. The purpose is to help each member move forward with clarity, confidence, and practical momentum.

Through this process, IRWA evaluates key indicators of safety performance, leadership involvement, program structure, employee engagement, and operational discipline. That insight is then used to recommend education, consulting support, and practical risk improvement strategies that best fit the organization’s current needs and future goals.

“What gets measured gets improved.” -Peter Drucker

In short, **STEPS** helps members see where they are, understand what is needed next, and build toward safety excellence in a way that is practical, credible, and sustainable.

What STEPS Represents

S — Structure

A successful safety effort begins with structure. This includes the foundational elements that create order, define expectations, and support consistency across the organization. Written programs, assigned responsibilities, training frameworks, accountability mechanisms, and basic safety processes all help establish the operational backbone of a sustainable approach.

T — Training

Training is where expectations become practical. Effective organizations do more than check the box—they ensure employees, supervisors, and leaders understand the hazards of the work, the controls in place, and their role in protecting one another. Training should be relevant, timely, and aligned with the real conditions employees face in the field and at the facility.

E — Engagement

Safety improves when people are engaged in it. Engagement means employees are involved, heard, and respected as part of the process. It reflects the degree to which people speak up about hazards, participate in solutions, and believe leadership is serious about creating a safe and productive work environment. Strong engagement builds trust, ownership, and buy-in.

P — Performance

Performance is where safety becomes visible in the day-to-day operation. It reflects how well expectations are carried out, how consistently controls are applied, and how effectively the organization learns, improves, and responds to risk. Performance is not measured by injury data alone. It is also seen in leadership follow-through, workforce habits, field consistency, and the ability to identify and correct issues before loss occurs.

S — Sustainability

Long-term success depends on sustainability. A strong safety process must be able to endure changes in people, workload, priorities, and operational pressure. Sustainability means safety is not dependent on one person, one initiative, or one moment of attention. It is built into leadership practices, field routines, and organizational decision-making in a way that supports lasting performance.

Why STEPS Matters

Every member is on the path somewhere. Some are establishing the basics. Others are working to strengthen consistency and credibility. Some are ready to elevate safety into a more mature, integrated part of operational excellence.

STEPS helps define that progression.



It gives IRWA members a practical way to understand their current stage of development and a credible framework for identifying what support, guidance, and services will bring the most value next. It also helps leadership set realistic expectations. Progress should not be judged by whether an organization looks “finished.” It should be judged by whether it is moving in the right direction, strengthening the right elements, and building a process that can hold over time.

The IRWA Approach

As part of IRWA’s full-service Risk & Safety Services offering, STEPS is more than a framework—it is a disciplined way of understanding how safety actually functions across an organization before recommending change.



IRWA does not begin with pre-packaged programs or generic solutions. Instead, we evaluate both the formal systems that define expectations and the informal circumstances that influence how work is truly performed. This includes a structured formal review with the **Gap Assessment** to understand how safety is designed to operate, and an informal review with the **Safety Climate Evaluation** process to understand how safety is experienced in practice.



This dual perspective matters. Formal programs may appear strong on paper, while informal realities—leadership signals, workforce perceptions, and operational pressures—tell a different story.

By connecting these two views, IRWA develops a clear, experience-based understanding of safety maturity, alignment, and performance. STEPS then uses that insight to guide conversations, prioritize services,

and deliver practical, credible recommendations that fit the organization’s real operating environment.

The result is not a generic safety program—it is a tailored path forward built on how the organization actually works.

Bottom line:

STEPS gives IRWA members a clear, practical path forward—meeting them where they are, helping them improve what matters most, and building toward safety excellence one credible step at a time.

“Small disciplines repeated with consistency every day lead to great achievements.” -John C. Maxwell

STEPS FRAMEWORK

Integrated Assessment & Advisory Model

FORMAL

Safety Culture Gap Assessment

- Programs & Policies
- Management Systems
- Performance Data
- Accountability

Defines how safety is designed to function

STEPS

- S – Structure
- T – Training
- E – Engagement
- P – Performance
- S – Sustainability

Integrates Formal Design + Operational Reality

INFORMAL

Safety Climate Evaluation

- Leadership Behavior
- Employee Perception
- Communication & Trust
- Work Practices

Reveals how safety is actually experienced

IRWA’s **STEPS** connects formal systems with real-world conditions to deliver tailored, credible, and sustainable risk & safety solutions—aligned to how the organization actually operates.



Formal Safety Culture Review: Gap Assessment

Organizations that want to improve safety performance in a meaningful and sustainable way often recognize that written programs, policies, and compliance activities do not tell the whole story. To understand how safety is intended to function across the organization, it is important to evaluate the formal systems, structures, and processes that guide expectations, decision-making, and accountability.

Many organizations have elements of a safety process in place, but those elements may have developed over time without full alignment, consistent execution, or a clear understanding of how they support the organization's current operations and goals. In some cases, programs exist on paper but are not well integrated into daily work. In others, important pieces may be present, but gaps in structure, communication, or follow-through may limit their effectiveness.

To help avoid that outcome, IRWA uses a structured formal safety culture review called a Gap Assessment during the discovery phase of its **STEPS** (*Striving Towards Excellence and Professionalism in Safety*) process. This assessment is designed to review the formal safety management systems influencing the organization's safety performance and to better understand how those systems are intended to function. It provides practical insight into the organization's current level of safety program development, the strength of its foundational processes, and the degree to which formal expectations appear aligned with operational needs.



Effective solutions require asking targeted questions first:
"A prescription without a diagnosis is malpractice"

Just as importantly, this process helps IRWA identify where the organization may be along its broader safety maturity journey. That perspective supports a more informed service strategy from the outset. Rather than applying generic recommendations, IRWA uses the assessment to align future education, advisory support, and consultation efforts with the organization's actual stage of development and readiness for improvement.

Why This Assessment Matters

A stronger safety process is not built by adding more paperwork or simply adopting another program. It is built by understanding whether the organization's formal systems are clear, functional, supported, and aligned with the way work is actually carried out.

This assessment helps ensure future recommendations are grounded in the organization's real operating conditions, leadership priorities, and current level of process maturity. It provides a clearer starting point for improvement and supports a more credible, practical path forward.

The assessment is designed to:

- better understand the organization's current stage of formal safety program development
- evaluate how safety is structured, communicated, and supported through formal management systems
- identify gaps, inconsistencies, or missing elements that may be limiting safety performance
- review how safety expectations are translated into policies, procedures, accountability, and operational support
- help guide future interviews, focus groups, and site engagement by identifying areas that warrant deeper exploration
- support alignment of IRWA's services with the organization's actual needs, priorities, and readiness for growth



Assessment Approach

IRWA evaluates formal safety culture through a structured review of safety performance information, management systems, and key organizational documents. Together, these methods help develop a practical understanding of how safety is formally designed to operate and where additional support or alignment may be beneficial.

Safety Performance Analysis

IRWA will review available historical and current safety performance information to better understand how the organization has been performing over time. This may include incident frequency, severity, loss trends, regulatory compliance experience, and indicators of program implementation.



This review helps identify patterns, recurring issues, and areas that may warrant additional attention during later phases of engagement. It also helps place the organization's formal safety systems into context by considering whether performance outcomes appear to reflect stability, inconsistency, improvement, or emerging concern.

Safety Management Systems Review

IRWA will review the formal management systems that influence safety performance across the organization. This includes evaluating the systems intended to establish expectations, guide work, reinforce accountability, and support hazard control.

Examples may include formal safety programs such as training efforts, safety meetings, and engagement activities; policies and procedures such as rules, disciplinary expectations, inspection practices, and job planning tools; audit and inspection processes; incident reporting and investigation systems; and other management systems that may influence safety outcomes, such as maintenance practices, scheduling pressures, performance measures, or incentive structures.

This review helps IRWA understand not only what formal systems exist, but also how they are intended to work together in support of operational safety.



Document Review

IRWA will conduct a document review of key materials that define, support, or communicate the organization's formal safety process. These documents help clarify existing expectations, reveal the current state of program development, and identify areas that may require deeper follow-up during subsequent interviews, focus groups, or field observations.

Ideally, relevant materials are provided to IRWA in advance of on-site assessment activities. Depending on the organization, these may include safety policies and procedures, orientation and training materials, descriptions of current and past safety initiatives, audit and inspection reports, committee records, performance data, and summaries related to hazard identification, near-miss reporting, or corrective action tracking.

The document review is not intended simply to confirm the existence of programs. Its value lies in helping IRWA understand how the organization formally defines safety, where its systems appear well established, and where gaps may be affecting consistency, clarity, or overall performance.

Connection to Interviews and Field Engagement



Issues identified through the Gap Assessment may be explored further through leadership discussions, employee interviews, focus groups, and direct observation where appropriate. In this way, the formal assessment helps shape the broader discovery process by identifying where written

expectations appear strong, where they may be unclear, and where operational reality may need to be examined more closely.

This is an important part of discovery, as it helps IRWA connect formal systems with actual operating conditions and leadership priorities before future service recommendations are finalized.

Outcome

The Gap Assessment gives IRWA and the client organization a stronger foundation for moving forward. It helps paint a practical picture of where the organization currently stands on the safety maturity spectrum and how its formal safety systems are supporting—or limiting—performance.



Using the **STEPS** framework, IRWA can then align future education, consultation, and advisory services with the organization’s current stage of development. The result is a more tailored, credible, and useful service approach—one that supports progress, builds on strengths, and encourages steady advancement toward safety excellence.

This is the kind of early-phase structure and alignment that helps future safety efforts gain traction and endure.

Informal Safety Culture Review: Safety Climate Evaluation

Organizations that want to move beyond compliance and build a stronger, more engaged safety culture often recognize that policies and programs alone are not enough. Real progress depends on understanding how safety is actually experienced across the organization—how leaders lead it, how employees perceive it, and how work truly gets done in the field and in the plant.

*Safety Leaders Strengthen the Safety Climate:
How well a company’s policies, procedures, and
practices are actually implemented on the job.*

Many organizations try to improve safety through internal efforts or by adopting packaged systems that are not fully aligned with their operations, leadership style, or workforce dynamics. While well intended, these approaches can struggle to gain traction, miss the underlying issues affecting engagement, or lose momentum over time.

To avoid that outcome, IRWA uses a structured Safety Climate Evaluation during the discovery and assessment phase of its **STEPS** (*Striving Towards Excellence and Professionalism in Safety*) process. This approach helps identify both the formal elements of the safety system and the informal conditions that shape day-to-day performance. It provides valuable insight into employee concerns, perceived hazards, leadership credibility, communication effectiveness, and the organization's overall level of safety maturity.



Just as importantly, the process helps build trust. By creating opportunities for open dialogue, active listening, and meaningful engagement, the assessment begins establishing the two-way relationships needed between the IRWA consultant and the organization's team members. That relationship-building is not separate from safety improvement—it is part of the foundation for it.

Why This Evaluation Matters

A strong safety process cannot simply be installed. It must fit the organization. This assessment helps ensure future recommendations are grounded in operational reality, shaped by workforce input, and aligned with how the organization actually functions. The result is a more credible starting point, stronger buy-in, and a better path toward sustainable improvement.

The evaluation is designed to:

- better understand the organization's current safety climate and cultural maturity
- identify informal norms, pressures, and beliefs that influence safe or at-risk decisions
- surface employee concerns related to hazards, communication, accountability, and trust
- evaluate leadership visibility, consistency, and influence on safety performance
- support alignment before new initiatives, expectations, or processes are introduced
- strengthen engagement and ownership by giving employees a voice early in the process

Evaluation Approach

IRWA reviews the informal safety culture through structured interviews, focused conversations, direct observation, and site engagement. Together, these methods provide a practical picture of how safety is understood, supported, and carried out across the organization.

Direct Observation

IRWA will tour work areas, facilities, and job sites to observe how work is performed and how team members interact with one another in normal operations. This includes observing work practices, visible controls, communication patterns, supervisory presence, and the practical conditions that influence safety performance. These observations help connect written expectations to operational reality and provide a current snapshot of the organization's safety climate.



IRWA may also observe relevant meetings, committees, or leadership interactions where appropriate to better understand how safety is discussed, prioritized, and supported.

Leadership Interviews

IRWA recommends individual interviews with senior leaders and key members of management. These discussions help identify trends across leadership levels and provide insight into management's role in setting expectations, reinforcing accountability, supporting the workforce, and influencing safety outcomes.

These conversations also help clarify leadership perspectives on current challenges, readiness for improvement, and the organization's approach to implementing and sustaining safety processes.

IRWA will work with the organization to determine the most appropriate interview structure, including whether certain roles should be combined or whether additional stakeholders should be included.

Employee Interviews and Focus Groups



IRWA will also conduct confidential, voluntary interviews or focus groups with a representative cross-section of employees. The goal is to hear directly from the workforce regarding how safety is experienced in practice, where concerns exist, and what may be helping or hindering progress.

Participants should reflect a reasonable cross-section of the organization, including newer and long-tenured employees, different departments or work groups, varying perspectives, and relevant demographic or operational representation. The final configuration will depend on the size, structure, and makeup of the workforce.

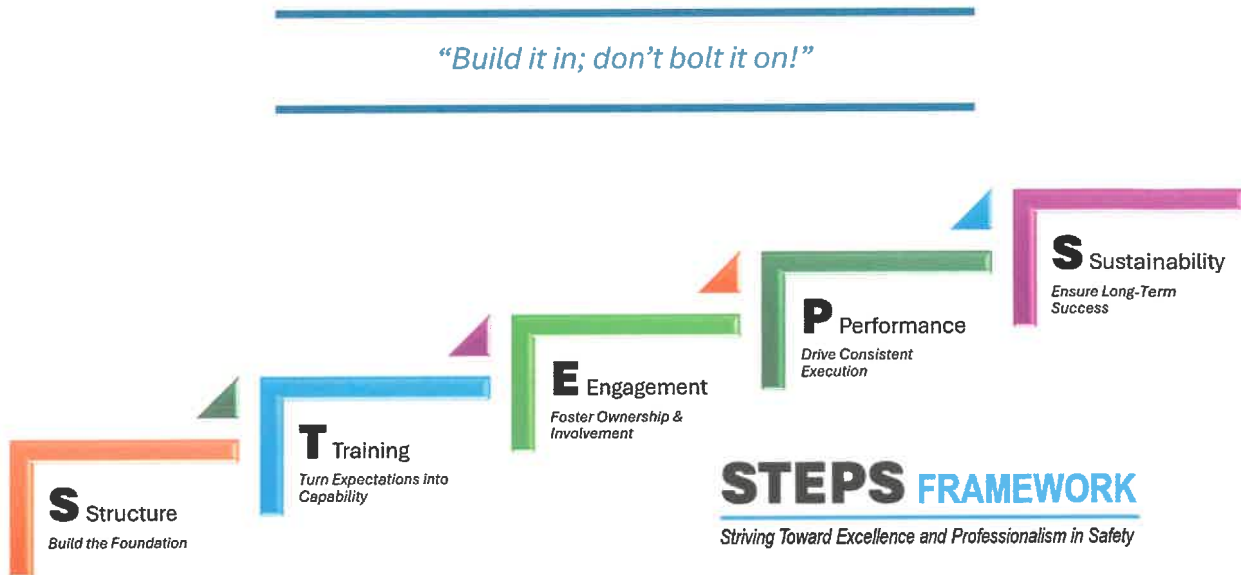
These discussions often reveal important insights that may not appear in written programs or formal reports. They also demonstrate that employee input is being taken seriously, which helps establish credibility and improve engagement from the outset.

Outcome

As part of Using the **STEPS** framework, the Safety Climate Evaluation gives IRWA and the client organization a stronger foundation for moving forward. It helps ensure that future recommendations are not generic, but instead informed by leadership realities, workforce experience, and operational risk. It also creates early momentum by building trust, encouraging dialogue, and establishing the partnership needed to advance safety in a way that is practical, credible, and sustainable.



This is the kind of early-phase synergy that supports long-term safety excellence.



Perseverance in the Process

Meaningful safety improvement rarely follows a straight line. Most organizations experience periods of progress, followed by setbacks, as new processes are introduced, tested, and refined. This is a normal part of building something that lasts.

Within the STEPS framework, progress is not defined by perfection—it is defined by consistent movement in the right direction. Each step forward provides insight. Each challenge creates an opportunity to strengthen alignment, improve execution, and reinforce expectations.

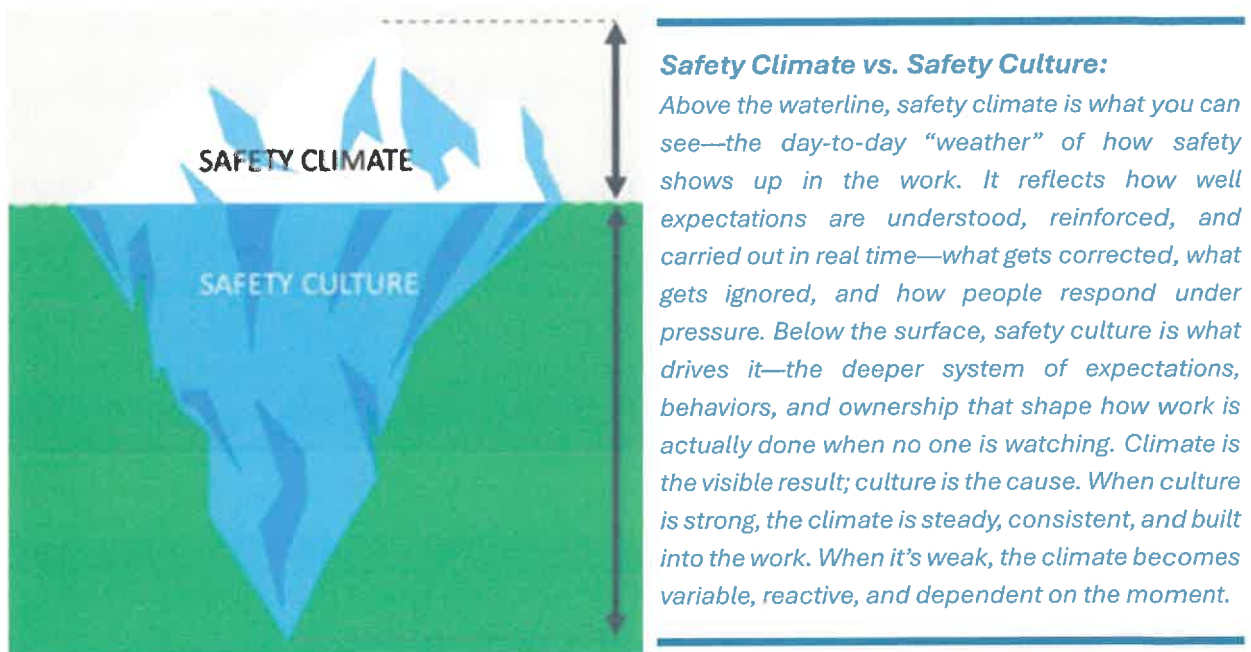
Safety excellence is not achieved through a single initiative or moment of focus. It is developed over time through structure, training, engagement, performance, and

sustainability working together. That requires patience, discipline, and a willingness to continuously learn and adjust.

While the goal of zero incidents reflects the importance of protecting people, the path forward is not about chasing perfection—it is about building a process that holds under real-world conditions and continues to improve over time.

Worker safety remains non-negotiable. Organizations that make the greatest progress are those that actively care—demonstrated through leadership consistency, workforce engagement, and a shared commitment to looking out for one another.

By continuing to learn, share, and apply best practices, organizations can strengthen their approach, support their people, and move steadily toward a safer, more resilient, and more productive operation.



SAFETY EXCELLENCE MATURITY MODEL

Element	Phase			
	Phase 1 TRADITIONAL Compliance	Phase 2 LEARNING Management	Phase 3 LEADING Individuals	Phase 4 WORLD CLASS Safety Team
Strategy	REACTIVE <ul style="list-style-type: none"> Identify risks Establish Controls Develop leadership Align workforce 	CALCULATIVE <ul style="list-style-type: none"> Tighten control Develop supervision Establish accountability Train workforce 	PROACTIVE <ul style="list-style-type: none"> Loosen control Leadership coaching Clarify direction Build teamwork 	PRODUCTIVE <ul style="list-style-type: none"> Connect silos Form partnerships Develop scorecard Teach problem-solving
Leadership	Directive	Enforcing	Coaching	Empowering
Safety Manager	<ul style="list-style-type: none"> Risk Analysis Establish Controls Design Training 	Grunt	Guardian	Guru
Engagement	Belonging	Buying in	Participating	Owning
Culture	Forming	Dependent	Independent	Interdependent
Competence	Safety students	Safety amateurs	Safety pros	Safety team players
Metrics	Lagging indicators DISCIPLINE/COMPLIANCE FOCUS	Lagging indicators Compliance indicators	Lagging indicators Leading indicators Participation metrics (Digital dashboard)	Balance scorecard for safety
Communication	Little communication about incidents or rates Incident investigations considered punitive by all involved	Safety goals based on incident rates Safety policies documented and enforced	Well-communicated incident information Spontaneous celebrations for meeting program goals	Near misses analyzed as intensely as incidents Individuals recognized for contributions to safety
Mindset	"Safety is a problem caused by employees and regulators"	"Safety costs too much time and money"	"Incidents provide information to prevent injuries"	"Safety pays in reduced costs as well as saved lives"

↑ MORE INCIDENTS

↓ FEWER INCIDENTS

WHAT IS SAFETY?

DON'T SHUT US DOWN

INCIDENTS COST TOO MUCH

SAFETY EXCELLENCE IS A TOP PRIORITY

SAFETY EXCELLENCE IS A VALUE

SAFETY EXCELLENCE IS A INSTINCTIVE