



Woodard
& Curran



Annual Operating Report

MONMOUTH, IL

DEPARTMENT OF PUBLIC WORKS

Year 13 ending April 30, 2026

woodardcurran.com



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Woodard & Curran has concluded our thirteenth year with the City of Monmouth, Illinois, and we are honored to continue serving as the City's Public Works partner. The year brought both challenges and accomplishments, all of which are summarized in this report. Included is a comprehensive overview of the past twelve months of activity and performance related to safety, wastewater treatment, potable water production, chemical usage and cost control, maintenance and repair, budget performance, revenue collection, staffing, and capital planning.

Safety remains Woodard & Curran's highest priority. During fiscal year 2025-26, all required safety training and program initiatives were successfully completed. We are proud to report zero lost-time accidents within the department, reflecting the commitment of our staff to maintaining a safe work environment. Through daily hazard awareness, training, and employee engagement, our team continues to foster a culture where safety is integrated into every aspect of our operations.

Developing and retaining a highly skilled workforce remains a priority for both the City and Woodard & Curran. During the year, Wastewater Operator Doug Schaeffer earned his Illinois Class 1 Wastewater Operator License, while Seth McBride obtained his Illinois Class B Water Operator License, strengthening the department's technical capabilities and supporting long-term succession planning. The department also welcomed Eric Johnson as Water Superintendent and Ethan Davis as Meter Reader, further enhancing our ability to provide reliable and responsive service to Monmouth residents. Continued investment in employee development, certification, and training remains essential to the department's long-term success.

The Public Works Department continued to emphasize proactive asset management and operational efficiency throughout the year. A comprehensive hydrant flushing and maintenance program was implemented citywide, and staff are currently expanding preventive maintenance efforts through an updated valve maintenance program. Ongoing enhancements to the City's GIS database continue to improve system mapping, asset tracking, and infrastructure planning. Additionally, expanded maintenance programs for vehicles, equipment, and tools have helped extend asset life and reduce future capital replacement costs. To support the Lead Service Line Replacement Program, the Street Department began utilizing vacuum excavation techniques to perform investigative work in-house, reducing contractor costs and delivering additional value to the City.

Woodard & Curran's Environmental Compliance and Operations Team monitored and processed more than 1.5 billion gallons of wastewater while maintaining compliance with discharge limitations. The Water Treatment System produced over 1 billion gallons of safe, reliable drinking water that met all applicable Illinois EPA water quality requirements. The City's annual Consumer Confidence Report was successfully completed and submitted.

Woodard & Curran also continued to provide technical support related to governmental relations, regulatory compliance, economic development, and funding opportunities. Our consultants regularly advised City leadership on strategic initiatives, regulatory matters, and external outreach efforts.

The Woodard & Curran Engineering Team supported the City on numerous critical infrastructure projects, including the West Harlem Water Treatment Plant, Lead Service Line Replacement Program, Phase 3 Combined Sewer Overflow Project, and West Harlem Roadway improvements. Working collaboratively with City staff and engineers, the Woodard & Curran Funding Team also assisted with pursuing state and federal funding opportunities to help advance the City's capital improvement goals.

The City's continued commitment to infrastructure investment has also resulted in significant funding success. During the contract year, Monmouth was awarded nearly \$7 million in grants and low interest financing to support critical infrastructure improvements, including the West Harlem Water Treatment Plant, West Harlem Roadway improvements, and the Lead Service Line Replacement Program. These awards included funding through Rebuild Illinois, IDOT, the Illinois EPA State Revolving Fund, Community Project Funding secured through Congressman Sorensen, and support from Senator Halpin's office. These investments will help reduce the financial burden on local ratepayers while accelerating the replacement and modernization of critical public infrastructure.

- » Rebuild IL Regional Economic Development Grant – West Harlem Water Treatment Plant › (Value \$2,000,000)
- » IDOT Grant – West Harlem Roadway Phase 1 › (Value \$300,000)
- » Senator Halpin Grant – West Harlem Water Treatment Plant › (Value \$500,000)
- » IEPA SRF Loan (Forgivable) – Lead Service Line Replacement › (Value \$2,465,000)
- » IEPA SRF Loan (0% Interest Loan) – Lead Service Line Replacement › (Value \$562,000)
- » Community Project Grant from Congressman Sorenson– Lead Service Line Replacement › (Value \$960,000)

Looking ahead, the City and Woodard & Curran remain focused on implementing our Capital Improvement Plan and advancing projects that improve regulatory compliance, system reliability, public safety, and operational efficiency. Continued investment in water, wastewater, transportation, and utility infrastructure will position the City to meet future challenges while supporting economic growth and maintaining a high level of service for residents.

As we reflect on thirteen years of partnership, we remain grateful for the trust placed in Woodard & Curran by the City of Monmouth. Through strategic planning, employee development, proactive maintenance, and responsible financial stewardship, we remain committed to delivering safe, compliant, and cost-effective public works services. We look forward to building upon this year's successes and continuing to serve the residents of Monmouth for years to come.



SECTION 1

HEALTH & SAFETY

1.1 Summary of Lost Time/Safety Incidents

Woodard & Curran takes pride in making safety the highest priority in every aspect of our operations. Ensuring that each employee returns home safely at the end of every workday promotes productivity, strengthens employee morale, and supports a healthy work environment.

During the 2025-26 contract year, the department recorded zero lost-time accidents. This achievement is particularly noteworthy given the diverse and often hazardous tasks routinely performed by Public Works staff, including water and wastewater operations, street maintenance, utility repairs, construction support, and emergency response activities. This accomplishment reflects the commitment of all employees to maintaining a strong safety culture through awareness, accountability, and adherence to established safety procedures.

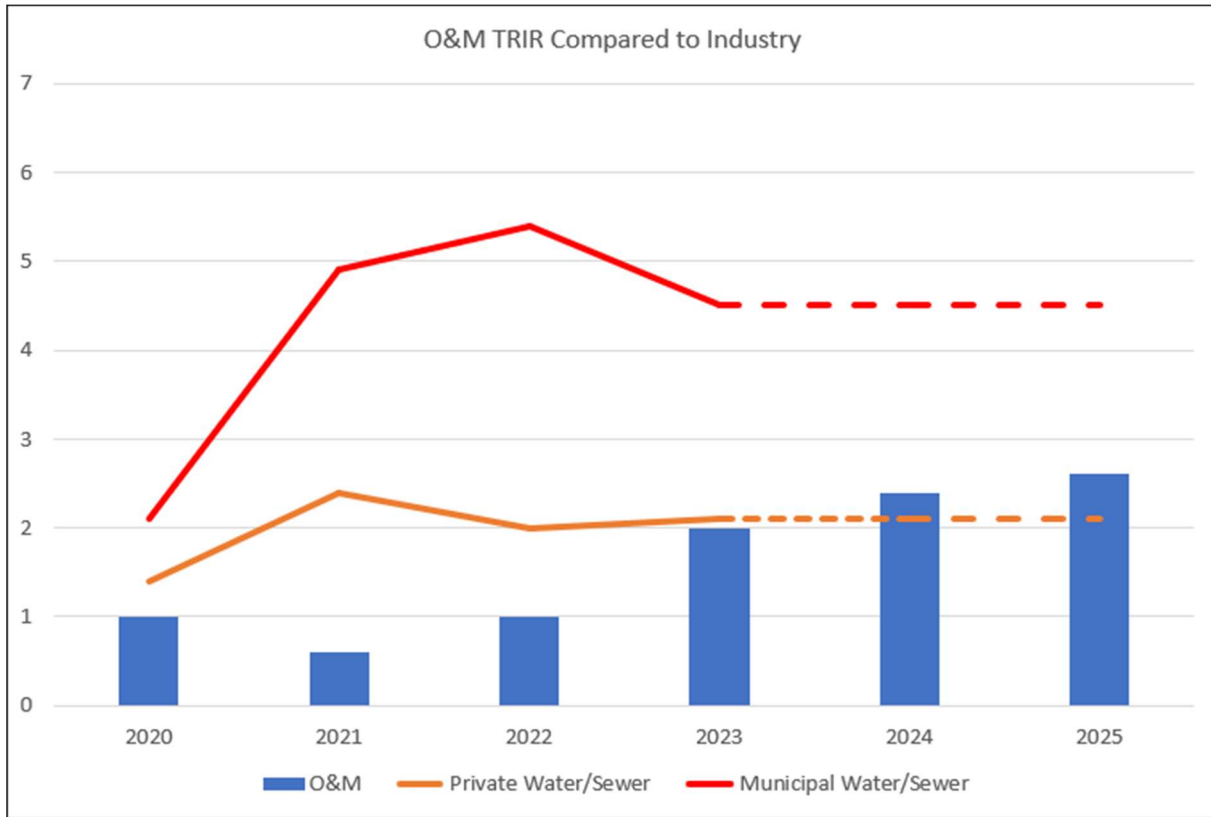
1.2 Summary of Training

Staff conducted monthly safety meetings, documented training sessions, and held daily tailgate safety briefings to review work procedures, upcoming projects, hazard identification, near misses, lessons learned, and operational concerns. These discussions provide valuable opportunities for employee engagement and encourage active participation in identifying and mitigating workplace hazards before incidents occur.

In addition to department-specific training, Woodard & Curran employees are required to complete monthly Pure Safety training modules. These programs reinforce workplace safety fundamentals and ensure employees remain current on regulatory requirements, industry best practices, and safe work procedures. Training topics included, but were not limited to, the following:

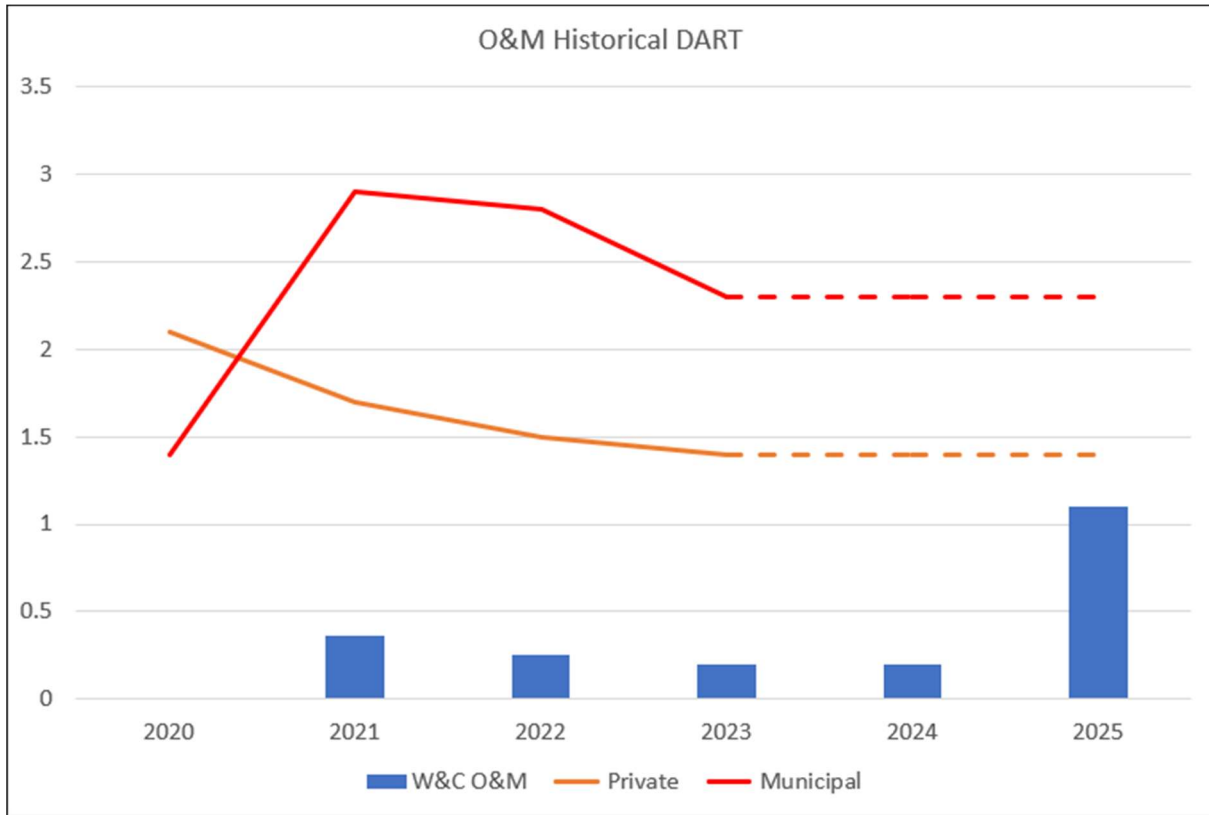
Preventing Back Injury
Asbestos Hazards
Hearing Conservation
Hand and Power Tool
Fire Extinguisher Safety
Lockout Tagout
Cold Stress
Annual Bloodborne Pathogen
Heat Stress Awareness
Respiratory Protection

Figure 1. Total Recordable Incident Rate (TRIR) Compared to Industry Averages



Woodard & Curran's company-wide TRIR has consistently remained below municipal water/wastewater industry averages. This performance demonstrates the effectiveness of the company's commitment to safety, employee training, and hazard prevention programs.

Figure 2. Days Away, Restricted, or Transferred (DART) Rate Compared to Industry Averages



Woodard & Curran's company-wide DART rate has remained below industry averages, indicating fewer serious workplace injuries requiring restricted duty or lost work time. These results reflect a strong organizational focus on employee safety and risk management.

SECTION 2

WASTEWATER TREATMENT

The Monmouth Wastewater Treatment Facilities continues to provide reliable wastewater treatment services while maintaining compliance with State and Federal regulations. During the contract year, the facility treated more than 1.5 billion gallons of wastewater.

Figure 3 highlights effluent quality vs NPDES permit limits for the contract year.

Figure 3: Effluent Quality Compared to Permit Limits

	Annual Average	Permit Limit	Percent Under Permit Limit
Daily Flow (MGD)	3.55	4.62	23.2%
Ammonia N mg/l	0.1	1.5	93.3%
CBOD5 mg/l	2	10	80.0%
Chlorides mg/l	376	500	24.8%
Suspended Solids mg/l	5	12	58.3%
Total Phosphorus	0.6	1.0	40.0%



From left to right, Tevon Maples, Bill Hart, Doug Schaeffer, Ray Brodrick

SECTION 3

WATER TREATMENT

The Water Treatment Plants produced 1.14 billion gallons of finished water during the contract year. Chemical usage and associated costs remained consistent with water production levels, as treatment chemical demand is directly related to the amount of water produced.

Finished water quality met all applicable State and Federal drinking water standards. The Consumer Confidence Report was created and published, with no violations of the Safe Drinking Water Act.

Figure 4 summarizes chemical usage associated with the City's ion exchange softening process during the contract year.

Figure 4: Water Treatment Statistics

	Daily Average	Annual Total
Treated Water to System	3.15 MGD	1.14 BG
Poly Phosphate Usage (lbs)	100	36,372 (lbs)
Salt Usage (tons)	5.5	2005 (tons)
Chlorine Usage (lbs)	112	40,581 (lbs)



From left to right, Eric Johnson, Ethan Davis, Seth McBride, Dave Marston, JT Ehlen

SECTION 4

STREET DEPARTMENT

The Street Department is responsible for the operation and maintenance of approximately 120 lane miles of streets and right-of-way, 75 miles of water distribution mains, 50 miles of sanitary and combined sewer, 10 miles of storm sewer, and numerous City-owned properties, including Citizens Lake, the airport, and municipal cemeteries.

In addition to routine maintenance activities, staff support utility repairs, snow and ice removal, emergency response, infrastructure inspections, and capital improvement projects throughout the City.



From left to right, Ethan Landon, Brennan Anderson, Bud Reeves, Joe McVey, Jeffrey Carlson, Ross Hall

Not pictured, Josh Haycraft

SECTION 5

CUSTOMER SERVICE, BILLING AND ADMINISTRATION

The Billing Office collected \$8,265,445 of revenue for water, sewer, infrastructure, recycling, garbage, and Smithfield services for the fiscal year. Overall water and sewer user revenues increased just over 5% from last fiscal year. The table below outlines the breakdown for each category per month.

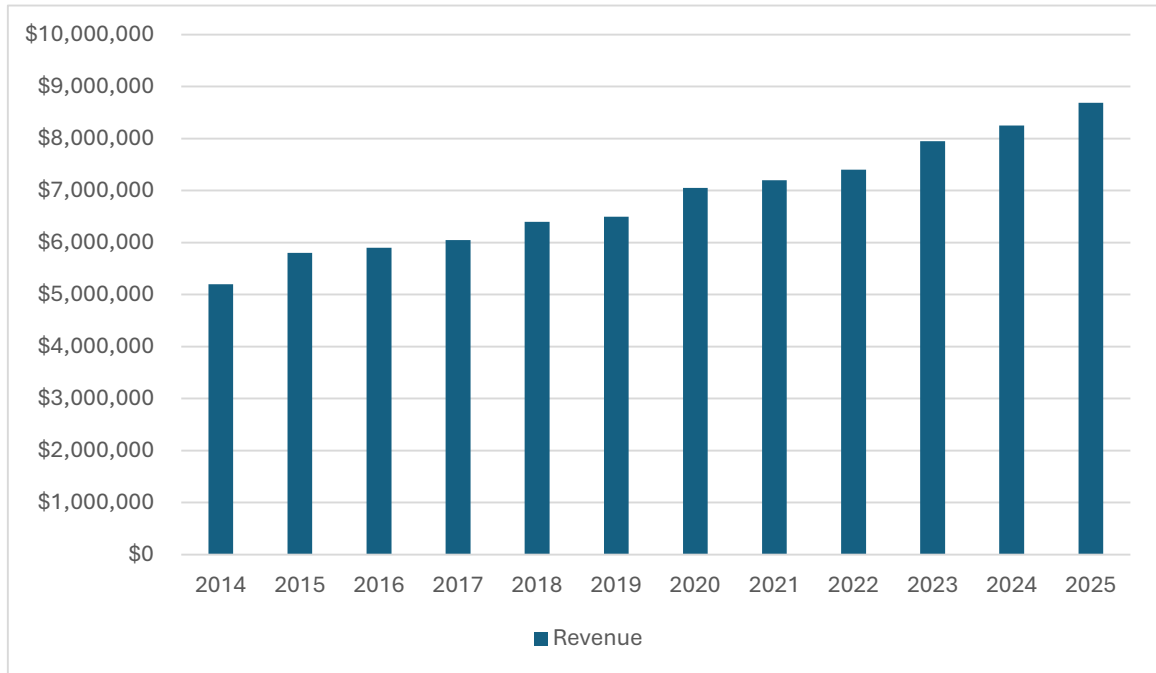
Figure 5 summarizes monthly revenue collections by service category during the contract year.

Figure 5: Revenue Collection by Service Category

Month	Water	Sewer	Infrastructure Landfill	Recycle	Garbage	Yard Waste	Smith Bonds	Smith Surcharge	Other	Penalty
May 2025	\$286,206.57	\$227,845.32	\$21,347.53	\$18,725.39	\$40,222.54	\$4,542.61	\$73,545.48	\$22.61	\$326.09	\$1,705.24
June 2025	\$308,886.94	\$239,048.88	\$20,012.02	\$17,488.79	\$38,590.33	\$5,022.88	\$73,545.48	\$165.29	\$30.48	\$1,594.87
July 2025	\$318,793.04	\$244,770.82	\$21,635.68	\$18,985.58	\$41,557.84	\$5,264.25	\$73,545.48	\$107.14	\$72.49	\$2,336.91
August 2025	\$348,821.66	\$257,075.18	\$20,153.47	\$17,517.25	\$38,906.97	\$5,063.11	\$73,545.48	\$95.57	\$341.72	\$1,916.92
September 2025	\$291,311.32	\$221,087.75	\$19,710.83	\$17,293.44	\$38,042.20	\$4,758.32	\$73,545.48	\$239.86	\$306.69	\$1,659.96
October 2025	\$350,355.89	\$274,712.16	\$22,214.83	\$19,506.50	\$42,779.81	\$5,344.16	\$73,545.48	\$0.00	\$227.92	\$3,591.84
November 2025	\$344,074.47	\$248,678.92	\$20,457.82	\$18,161.71	\$36,553.03	\$4,688.11	\$73,545.48	\$26.00	\$220.22	\$1,740.41
December 2025	\$317,309.49	\$243,519.76	\$22,776.99	\$20,309.24	\$41,661.00	\$5,230.21	\$73,545.48	\$1,069.90	(\$678.20)	\$2,272.22
January 2026	\$313,730.42	\$246,342.59	\$21,095.57	\$19,143.39	\$41,237.83	\$5,174.52	\$73,545.48	\$636.83	\$125.37	\$1,972.15
February 2026	\$318,830.00	\$243,376.69	\$20,002.11	\$18,107.67	\$38,193.47	\$4,831.06	\$73,545.48	\$1,264.91	\$122.67	\$2,719.42
March 2026	\$315,317.95	\$252,904.21	\$22,197.35	\$20,310.77	\$42,814.22	\$5,412.56	\$73,545.48	\$2,133.07	\$31.32	\$2,920.68
April 2026	\$298,026.50	\$239,735.75	\$19,559.40	\$17,834.62	\$37,988.27	\$4,950.50	\$73,545.48	\$6,337.15	\$373.90	\$2,109.09
Year to Date	\$3,811,664.25	\$2,939,098.03	\$251,163.60	\$223,384.35	\$478,547.51	\$60,282.29	\$882,545.76	\$12,098.33	\$1,500.67	\$26,539.71
Total Revenue	\$8,686,824.50									

Municipal service revenues have increased steadily over the past decade, demonstrating the continued growth of utility revenue and the City's commitment to maintaining financially sustainable operations.

Figure 6: Municipal Services Revenue per Fiscal Year



From left to right, Jane Berg, Heather Lovitt, Peggy Ballard, Brayden Bledsoe

SECTION 6

STAFF DEVELOPMENT

The success of the Public Works Department depends on the knowledge, experience, and dedication of its employees. Woodard & Curran and the City of Monmouth remain committed to investing in employee development through training, licensing, certification, and career advancement opportunities.

During the contract year, several employees achieved significant professional milestones. Doug Schaeffer earned his Illinois Class 1 Wastewater Operator License, while Seth McBride obtained his Illinois Class B Water Operator License, further strengthening the department's operational capabilities. The department also welcomed Eric Johnson as Water Superintendent and Ethan Davis as Meter Reader, supporting succession planning and future growth within the department.

6.1 Employee Service Anniversaries and Recognition

Bill Hart, Wastewater Superintendent – 35 Years of Service

Bill Hart celebrated 35 years of service in the wastewater industry. Throughout his career, Bill has provided leadership, operational expertise, and a commitment to excellence that has contributed significantly to the success of Monmouth's wastewater operations.

Doug Schaeffer, Wastewater Operator – 20 Years of Service

Doug Schaeffer celebrated 20 years of service with the City of Monmouth. During the contract year, Doug also earned his Illinois Class 1 Wastewater Operator License, demonstrating his continued commitment to professional growth and operational excellence.

The Public Works Department continues to invest in employee development while recognizing the experience and dedication of long-serving staff. These accomplishments help ensure the department remains well-positioned to meet future operational, regulatory, and community needs.

SECTION 7

YEAR END ANNUAL COST

As we concluded our thirteenth year of contract operations, total contract expenditures were approximately \$3.91 million compared to a budget of \$3.82 million, resulting in a variance of approximately 2%. While the budget exceeded projections, much of the variance was driven by unforeseen but necessary expenditures associated with maintaining critical infrastructure and municipal services.

During the contract year, the City experienced several significant equipment failures, emergency repairs, and operational needs, including wastewater treatment equipment replacements, water main repairs, traffic signal repairs, storm damage response, sewer maintenance, vehicle and equipment repairs, and additional street maintenance activities. These costs exceeded \$100,000 and represented a challenge to the municipal budget.

One of the benefits of the partnership between the City of Monmouth and Woodard & Curran is the ability to manage unexpected operational costs while minimizing the immediate financial impact to the City. Through the budget process, many of these expenses were carried forward and incorporated into future planning rather than creating a significant one-time burden on municipal finances.

At the same time, Public Works staff continued to identify opportunities for cost savings and operational efficiencies. Bill Hart implemented process improvements that reduced ferric usage at the wastewater treatment plant while maintaining permit compliance. The department also successfully renegotiated salt purchasing contracts, reducing material costs by approximately 10%, and secured similar savings on seasonal temporary labor used for cemetery maintenance. Ongoing preventative maintenance programs for vehicles, equipment, and facilities continue to reduce replacement costs and extend asset life throughout the department.

These efforts demonstrate the department's commitment to responsible financial management and continuous improvement. Despite more than \$100,000 in unforeseen expenditures, overall contract costs remained within approximately 2% of budget while maintaining reliable water, wastewater, street, and customer service operations.

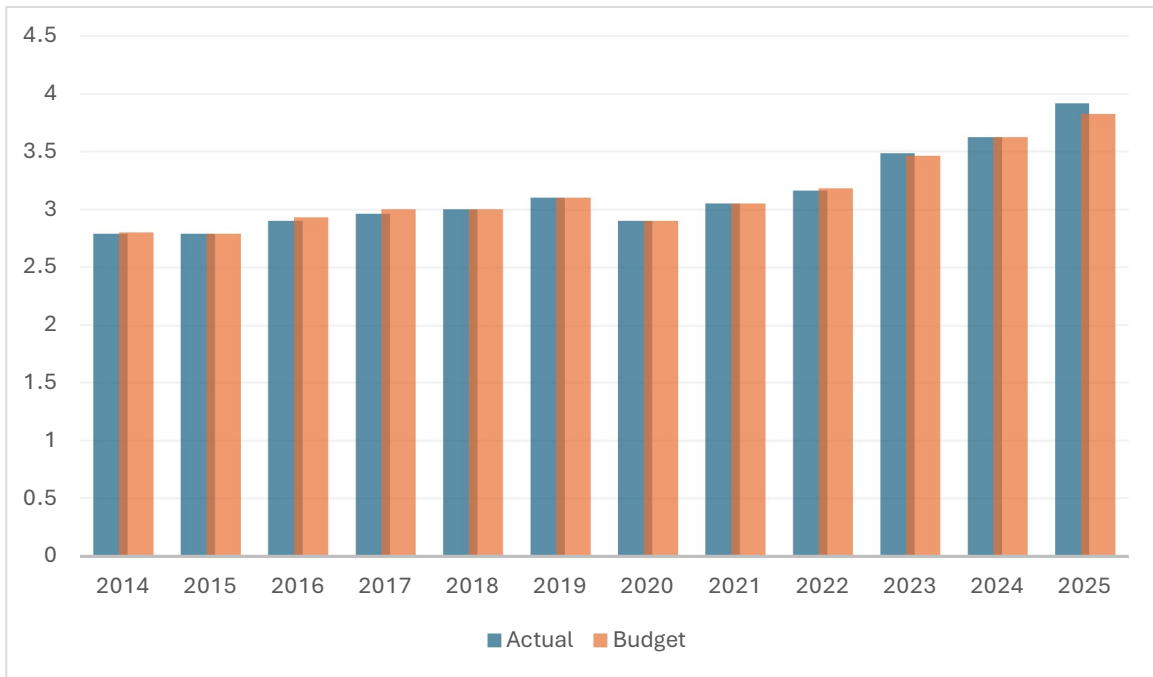
The Public Works Department continues to emphasize fiscal responsibility while providing reliable public services. Budget variances are closely monitored, and staff continually seek opportunities to reduce operating costs, improve efficiency, and maximize value for the City and its residents.

Figure 7: 13A Budget Performance

Budget Category	Year to Date Actual	Annual Budget	Over (Under)
Labor (Direct Labor, Benefits and Overhead)	\$2,286,737	\$2,233,797	\$52,940
Utilities	\$47,623	\$44,391	\$3,232
Chemical Costs	\$373,736	\$423,670	(\$49,934)
Maintenance and Repair Costs	\$432,145	\$402,682	\$29,463
Sludge Disposal Costs	\$0	\$0	\$0
Lab Supplies & Equipment	\$59,206	\$56,784	\$2,422

Office Supplies	\$33,760	\$24,500	\$9,260
Miscellaneous Expenses	\$68,061	\$84,082	(\$16,021)
Other Operating Costs	\$250,453	\$264,393	(\$13,940)
Sub Total	\$3,629,592	\$3,534,299	\$95,293
Fixed Fee	\$284,138	\$282,744	\$1,394
Contract Year 13 Total	\$3,913,729	\$3,817,043	\$96,686

Figure 8: Historical Budget Performance



The above graph outlines department performance to budget since 2014, in millions of dollars.

SECTION 8

MAINTENANCE AND REPAIR

Maintenance personnel completed over 1,800 preventative and repair work orders in contract year 13, including repairing over 20 water main breaks.

Figure 9 was generated using our GIS and Maintenance Management Software, Utility Cloud.

Figure 9: Maintenance History Report

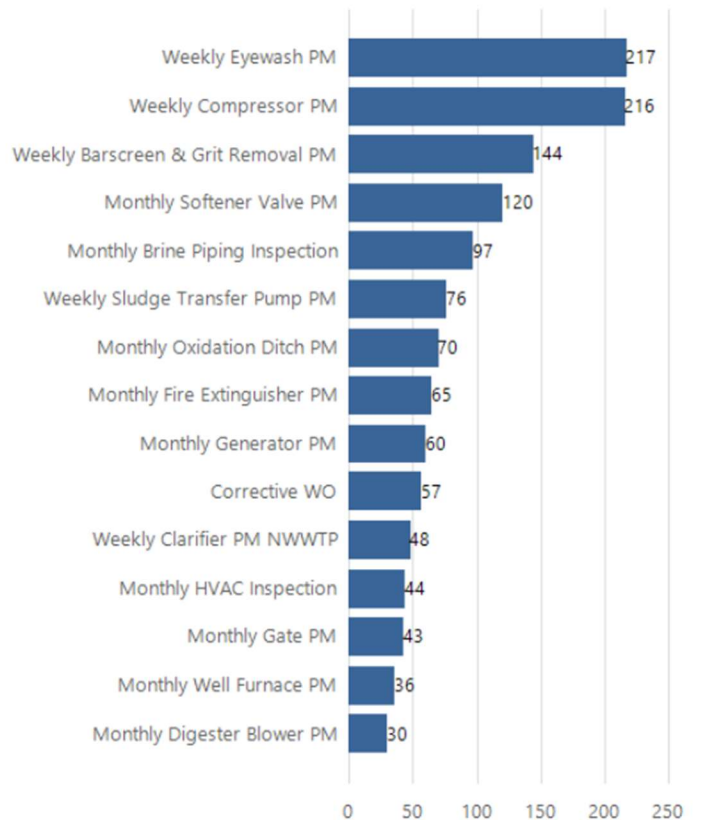
Maintenance History Report

Monmouth



Report Start: 5/1/2025
Report End: 4/30/2026

Work Orders by Type	Total
Preventative Maintenance	1322
Inspections	483
Corrective Maintenance	68
Total	1873



Top Work Orders by Description

SECTION 9

CAPITAL IMPROVEMENTS/REPAIRS

The City of Monmouth continues to make significant investments in critical infrastructure to improve reliability, regulatory compliance, public safety, and long-term financial sustainability. During Fiscal Year 2025-26, approximately **\$10 million** was invested in water, wastewater, transportation, and utility infrastructure projects.

Through aggressive pursuit of grants, forgivable loans, and low-interest financing, the City has leveraged local funds to maximize infrastructure improvements while minimizing the impact on ratepayers and taxpayers.

Major projects completed or underway during the year included the Downtown Streetscape Project, Lead Service Line Replacement Program, and the West Harlem Roadway Improvements. These investments help address aging infrastructure, improve service reliability, and position the City for future growth while reducing long-term maintenance costs.

In addition to capital construction projects, City staff continued to emphasize preventative maintenance and asset management. Ongoing investments in equipment maintenance, water system improvements, sewer infrastructure inspections, GIS updates, hydrant maintenance, and valve exercising programs help protect existing assets and maximize the value of taxpayer investments.

- » Downtown Street Scape (Capital Cost: \$3,700,000)
- » Lead Service Line Replacement, Phase 1 (Capital Cost: \$2,700,000)
- » West Harlem Roadway, Phase 1 and 2, Still under construction (Capital Cost: \$3,300,000)

Below is a list of projects that are in various stages of either construction, design, or conceptual.

Figure 10: Capital Improvement Projects

Construction Completed in FY 2025-2026:

- » Downtown Street Scape (Capital Cost: \$3,700,000)
- » Lead Service Line Replacement, Phase 1 (Capital Cost: \$2,700,000)
- » PARTIALLY COMPLETED - West Harlem Roadway, Phase 1 and 2(Capital Cost: \$3,300,000)

Under Construction in FY 2026-2027:

- » West Harlem Street Reconstruction, Phase 1 and 2 (Capital Cost: \$3,300,000)
- » West Harlem Water Treatment Plant (Capital Cost: \$8,200,000)
- » Lead Service Line Replacement Phase 2 (Capital Cost: \$3,600,000)
- » Lead Service Line Replacement Phase 3 (Capital Cost: \$960,000)
- » S Main Sewer Lining (Capital Cost: \$500,000)

Designed and Awaiting Funding:

» North 5th Street Sewer Replacement (Estimated Capital Cost: \$2,000,000)

In Design:

» Phase 3 CSO Transport Sewer

» USDA Downtown Sewer

SECTION 10

SUPPORT STAFF

All the Woodard & Curran staff listed below have been directly involved in the support and ongoing management of the operations of the Public Works facilities.

Figure 11: Staffing and Support

Name	Title	Function
Alyson Watson	Chief Executive Officer	Management Support
Brian Bzdawka	President of O&M	Management Support
Marc Thomas	National Operations Leader	Management Support
Dave Kitzmiller	O&M Operations Leader	Management Support
Greg Frieden	Area Manager	Management Support
Jesse Reynolds	Technical Manager	SCADA Support
Ray Giguere	SCADA Specialist	SCADA Support
Cinnamon Mullins	Administration	Engineering Support
Kyla Strickler	Project Engineer	Engineering Support
Linsay McAuliffe	Human Resources	HR Support
Alan Fabiano	Technology Leader	IT Support
Jeannie Dubois	O&M Network Infrastructure Manager	IT Support
Jackie Smith	Senior Project Assistant	Project Support Specialist
Lizzie Dovich	Recruiter	Human Resources Support
Brain Ravens	O&M Controller	Accounting
Steve Lindemann	Health & Safety	Health & Safety Support
Rena Schield	Health & Safety	Health & Safety Support