

**The Consolidated Report of Activities
for the quarter ended December 31, 2025**

For

The Interim Stipulated Order as Entered on November 29, 2022

By United States District Judge Henry T. Wingate

In Case Number 3:22-cv-00686-HTW-LGI

The United States v The City of Jackson, Mississippi

January 31, 2026

Prepared by Edward “Ted” Henifin, P.E.

The Interim Third-Party Manager

Of the City of Jackson’s Drinking Water System

Table of Contents

| Section | Page |
|---|------|
| Executive Summary | 3 |
| Purpose of Quarterly Report | 18 |
| Background | 18 |
| Projects and Activities Conducted During the Reporting Period | 19 |
| Precautionary Boil Water Notices | 42 |
| Summary of Delays Encountered or Anticipated | 54 |
| Modifications to Priority Project List or Schedule | 59 |
| Project Status Updates | 60 |

All of the planned work described herein is dependent upon having adequate resources to perform the work. This will require a suite of funding options, including a rate increase, the ability to borrow funds, etc.

Executive Summary

JXN Water continues to make significant progress in restoring the water system in Jackson. The water system is operationally stable and providing water that meets all Safe Drinking Water Act standards to all customers all the time, except for brief periods of local interruptions during ongoing system repairs and improvements. During the fourth quarter, compliance was regained, as expected, with disinfection by-products requirements as well as all water quality parameters (WQP).

Water production is down a remarkable 20 percent since October 2023 and 28 percent below the peak quarterly demand of 55.9 mgd in Q4 2023. System pressures have dramatically increased, and stabilized, especially in South Jackson. Pressures and flows from the plants have been reduced to increase turnover in the elevated tanks without impacting pressure to customers. The system is operating very well. However, we have two ongoing significant challenges: First, we have several life-of-the-utility projects underway that must be delivered on time and with expected operation. Second, given the cash flow crisis that we face, as summarized below, the operational stability of the system could relapse rapidly.

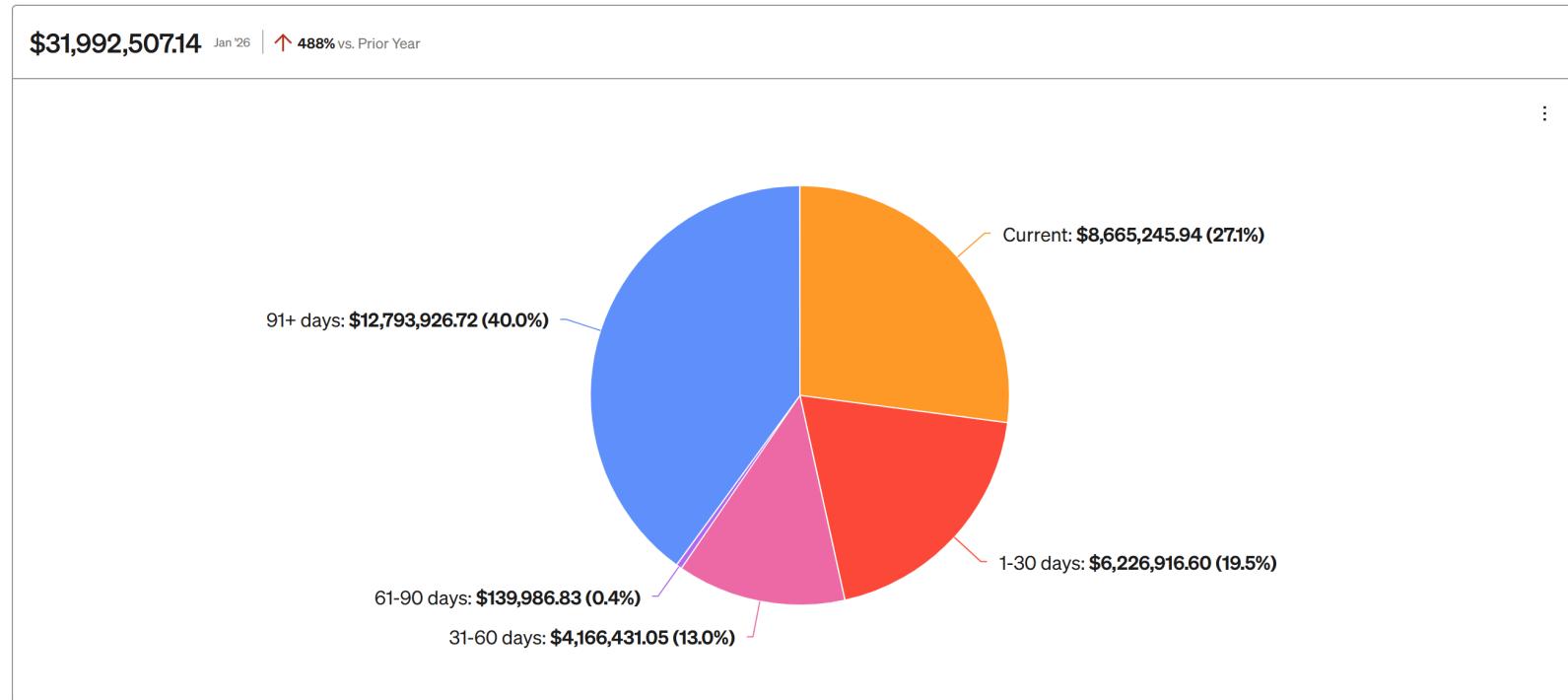
Financial Challenges

JXN Water made significant progress with collection efforts during this reporting period. An aggressive shut-off campaign resulted in getting many customers paying as well as new accounts started where the customer had been using water without an account for months, in many cases years. The results were evident with **revenue-based collection rates** exceeding 85 percent for each month in the reporting period.

Even with success in collections, current rates will only generate enough revenue to pay operating costs, with no funds for current debt service or to support needed additional loans. Thanks to the work of Senator Wicker and the Mississippi congressional delegation, language was included in the Continuing Resolution to enable the reallocation of \$54 million in SRF funds to the SDWA 1442(b) authorization. US EPA is working on releasing these funds to JXN Water as a grant but as of the end of the reporting period the funds remained inaccessible to JXN Water. **To emphasize, the \$54 million reallocation can only be used for eligible drinking water expenses and is intended to fill the gap in revenue between what is collected and what is necessary for ongoing operations. This funding cannot be used for debt service payments that EPA determined the City comingled with ineligible sewer projects, nor can it be used for any sewer related expenses.**

Aging payables continue to be an issue. Local revenues have been unable to close the gap between expenses and income. At the end of the reporting period the aging payables exceeded \$31 million as shown in the following chart:

AGING PAYABLES



Of the aging payables, the majority is owed to three contractors as follows:

| Vendor | Amount Due | Eligible to be paid with \$54 million reallocation? |
|--------------|-------------------------|---|
| Jacobs | \$11,448,969.99 | Yes |
| SP Meters | \$ 532,942.17 | Yes |
| Veolia | \$ 9,369,023.29** | No – Sewer expenses not eligible |
| Total | \$21,350,935.45* | |

* Aging payables have been decreased using local revenue that has increased in Q4 due to collection efforts.

** Final amount owed to Veolia will be subject to settlement negotiations and, hopefully, reduced from amount shown above.

On January 23, 2026, JXN Water notified the City and the trustee for the Series 2011 and 2012 Bonds that there were insufficient funds to apply to the debt service payment due on March 1, 2026. To avoid default, the City of Jackson will have to make the \$1.5 million dollar payment. The City's debt service totals over \$17 million per year through the mid-2030s. The City of Jackson is not in the position to assume these payments in their entirety going forward using general fund revenues needed for so many other critical services and programs. **Discussions with the City's financial advisor indicate that the City is working to restructure/refinance the existing water and sewer debt but that the restructured/refinanced debt will require a pledge of water and sewer revenues which cannot be made without a rate increase as current rates only generate enough revenue to pay operations and maintenance (Op Ex).**

Beyond the debt service issue, JXN Water has unmet and unfunded wastewater needs that threaten public health and the environment. Without additional rate capacity to take on new debt, these issues will remain unaddressed. Critical repairs to the Savanna Street and Trahon Wastewater Treatment Plants, as well as the 99 pump stations throughout the sewer collection system are needed as soon as possible. Additionally, two ongoing illegal and public health threatening sanitary sewer overflows require significant capital funding to resolve that JXN Water does not have. Additionally, the needed dredging of the storm cells at Savanna Street WWTP has been delayed as JXN Water does not have funds to meet the local match. **The USACE has informed JXN Water that the Federal funds for that project are at risk of being de-obligated in the coming weeks.**

JXN Water has worked with the Mississippi Department of Environmental Quality to facilitate preparation of a loan application to fund these critical wastewater system repairs. **Unfortunately, the Financial Capability Summary (required with the loan application) demonstrates JXN Water will not have adequate revenues to repay any loan from MDEQ with the existing rates.**

The rate increase proposed in April 2025, is required to put the water system on a sustainable financial path forward. The rate increase will allow JXN Water to pay debt service, borrow needed funds from MDEQ, and provide JXN Water needed local matching funds to take advantage of USACE funding as well as ARPA funding through the state's MCWI program. Therefore, in accordance with **Section 5: Objectives 5.c.** in the Interim Stipulated Order (***To abate conditions of the System that present or may present an imminent and substantial endangerment to the health of persons served by the System to the extent practicable.***) and further in accordance with **Section 6: Responsibilities and Authority of ITPM 6.q.ii** (***In the event the City Council does not pass an amendment proposed by the Mayor in accordance with the preceding sub-Paragraph and more than 365 Days have passed from the date of the last Rate adjustment, the ITPM shall have the full power and authority to adjust the Rates, Rate structure, and/or fees without the necessity of any actions on the part of the City Council and with thirty (30) Days' notice to the Mayor, Director of Public Works, the City Council, and the System's customers published in accordance with Miss. Code Ann. § 21-13-11 and published on the ITPM's website***) the ITPM proposed noticing the rate increase in November 2025. The Court enjoined that action at a hearing in early November. As of the end of the reporting period that action remains enjoined pending a decision by the Court.

5 Year Projection without Rate Increase – No New Debt – Shortage partially made up with \$54 million reallocation of SRF.

| Year | Rate Increase | Total Billed | Collection Rate | Total Revenue | Op Ex | (Shortage)/Surplus (OP EX only) | Required Revenue With Debt Svc | (Shortage)/Surplus (OP EX and Debt Service) |
|------|---------------|------------------|-----------------|------------------|------------------|---------------------------------|--------------------------------|---|
| 2025 | 0% | \$112,000,000.00 | 75% | \$ 84,000,000.00 | \$115,000,000.00 | \$ (22,000,000.00) | \$ 133,847,170.20 | \$ (33,847,170.20) |
| 2026 | 0% | \$112,000,000.00 | 80% | \$ 89,600,000.00 | \$115,000,000.00 | \$ (25,400,000.00) | \$ 133,847,170.20 | \$ (44,247,170.20) |
| 2027 | 0% | \$112,000,000.00 | 90% | \$100,800,000.00 | \$115,000,000.00 | \$ (14,200,000.00) | \$ 133,847,170.20 | \$ (33,047,170.20) |
| 2028 | 0% | \$112,000,000.00 | 95% | \$106,400,000.00 | \$115,000,000.00 | \$ (8,600,000.00) | \$ 133,847,170.20 | \$ (27,447,170.20) |
| 2029 | 0% | \$112,000,000.00 | 95% | \$106,400,000.00 | \$115,000,000.00 | \$ (8,600,000.00) | \$ 133,847,170.20 | \$ (27,447,170.20) |
| | | | | | | \$ (78,800,000.00) | | \$ (166,035,851.00) |

5 Year Projection with Rate Increases – New Debt (\$50 million) + \$54 million reallocation of SRF covers full shortage.

| Year | Rate Increase | Total Billed | Collection Rate | Total Revenue | Op Ex | (Shortage)/Surplus (OP EX only) | Required Revenue With Debt Svc | (Shortage)/Surplus (OP EX and Debt Service) |
|------|---------------|------------------|-----------------|------------------|------------------|---------------------------------|--------------------------------|---|
| 2025 | 12% | \$112,000,000.00 | 75% | \$ 84,000,000.00 | \$115,000,000.00 | \$ (22,000,000.00) | \$ 133,847,170.20 | \$ (33,847,170.20) |
| 2026 | 0% | \$135,000,000.00 | 80% | \$108,000,000.00 | \$115,000,000.00 | \$ (7,000,000.00) | \$ 140,975,310.32 | \$ (32,975,310.32) |
| 2027 | 5% | \$141,750,000.00 | 90% | \$127,575,000.00 | \$115,000,000.00 | \$ 12,575,000.00 | \$ 140,975,310.32 | \$ (13,400,310.32) |
| 2028 | 5% | \$148,837,500.00 | 95% | \$141,395,625.00 | \$115,000,000.00 | \$ 26,395,625.00 | \$ 140,975,310.32 | \$ 420,314.68 |
| 2029 | 2.5% | \$152,558,437.50 | 95% | \$144,930,515.63 | \$115,000,000.00 | \$ 29,930,515.63 | \$ 144,375,310.32 | \$ 555,205.30 |
| | | | | | | \$ 39,901,140.63 | | \$ (79,247,270.87) |

Updated with 2025 actuals (unaudited) and reduced projected revenue billed for 2026 due to delay in rate increase.

| Year | Rate Increase | Total Billed | Collection Rate | Total Revenue | Op Ex | (Shortage)/Surplus (OP EX only) | Required Revenue With Debt Svc | (Shortage)/Surplus (OP EX and Debt Service) |
|------|---------------|------------------|-----------------|------------------|------------------|---------------------------------|--------------------------------|---|
| 2025 | 0% | \$110,777,436.62 | 77.4% | \$ 85,796,885.00 | \$119,921,246.97 | \$ (25,124,361.97) | \$ 133,847,170.20 | \$ (32,050,285.20) |
| 2026 | 12% | \$128,750,000.00 | 80% | \$103,000,000.00 | \$115,000,000.00 | \$ (12,000,000.00) | \$ 140,975,310.32 | \$ (37,975,310.32) |
| 2027 | 6% | \$136,475,000.00 | 85% | \$116,003,750.00 | \$115,000,000.00 | \$ 1,003,750.00 | \$ 140,975,310.32 | \$ (24,971,560.32) |
| 2028 | 6% | \$144,663,500.00 | 90% | \$130,197,150.00 | \$115,000,000.00 | \$ 15,197,150.00 | \$ 140,975,310.32 | \$ (10,778,160.32) |
| 2029 | 5% | \$151,896,675.00 | 95% | \$144,301,841.25 | \$115,000,000.00 | \$ 29,301,841.25 | \$ 144,375,310.32 | \$ (73,469.07) |
| | | | | | | \$ 8,378,379.28 | | \$ (105,848,785.25) |

Cost Control Efforts

JXN Water is making capital investments and operational changes that will reduce OP EX over this period that we hope will offset inflationary adjustments allowing the projected O&M budget to remain flat through 2029. We were very close for 2025 (\$117M versus budget of \$115M). Given the decades of underinvestment in the water and sewer systems, this will be a significant challenge. If we can't find budget savings to offset inflation and unexpected expenses, we will have to have additional rate increases. Nevertheless, we are hoping to live within the \$115M annual budget through 2029. and the following examples support this assumption:

DRINKING WATER

- Leak and pipe break work has already accomplished a significant reduction in the number of breaks requiring repair on a monthly basis. Additionally, the valve repositioning work, combined with the leak repairs, has allowed JXN Water to operate the system at a lower pressure (around 78 psi on average, down from 90+ psi in December 2022). The small diameter pipe replacement projects will further reduce the volume of breaks requiring response and repair. To date over one mile of small diameter pipe has been replaced with more than 3 miles to begin in fall 2025. By 2029, more than 10 miles of this highly deteriorated undersized galvanized pipe will have been replaced, reducing maintenance and repair needs significantly. These combined efforts will decrease the volume of water produced which will result in some reduction in operating costs.
- The OBC Chemical Feed SRF project will be completed during this period, with elements coming online as construction progresses. This \$68 million SRF project completely replaces the chemical feed and chlorination system at OBC, allowing fully automated flow paced chemical feed. This should reduce chemical and power costs at OBC, two items that are direct reimbursable costs to JXN Water in the O&M contract with Jacobs. Approximately 1/3rd of the monthly cost is power and chemical and completion of this project should reduce that cost. That said, the project must be implemented correctly and we are assuming no major increases in power costs during the period in question.
- The OBC Process Renewal SRF project will be completed during this timeframe. This \$54 million SRF project installs new settling plates and sludge removal systems in the 3 sedimentation basins. The sludge removal system has been offline for nearly a decade and requires a challenging manual effort to drain basins and clean out sludge on a regular basis. That effort will be reduced, hopefully allowing JXN Water to negotiate reduced labor costs during future annual adjustments to the O&M contract.
- JXN Water is implementing replacement and upgrade to our SCADA system for the water system including both WTPs, all wells, tanks and booster pump stations. The implementation will increase operational efficiency by reducing the frequency of facility visits to check status and provide more real-time feedback to allow for optimization of the chemical feed systems.

SEWER SYSTEM

- The change in contract operators, effective on October 1, 2025 includes an \$800,000 annual savings in contract costs over current costs (a five percent reduction).
- The USACE funded 100 MGD influent pump project, to be complete in spring 2026 will allow the removal of the 12 rental pumps and associated operating costs. These costs are direct to JXN Water and average over \$100,000 per month. That will result in a direct cost reduction of \$1.2 million from JXN Water OP EX (1% of the OP EX budget).
- The planned (not yet funded) improvements to Savanna Street WWTP will replace one blower and repair air piping to reduce power costs. Blowers are the largest consumers of power at the plant and replacement of one unit will result in a reduction in power costs..
- The contracted cleaning of sewer lines throughout the city has already reduced the number of emergency blockage calls, which over time will reduce the sewer collection system OP EX costs.
- A new fats, oils, and grease program will be implemented during this period that will reduce the amount of FOG that enters the collection system and further reduce blockages and OP EX costs for response and clearing blockages.

Utility Locating

- Contract costs for locating have been pushed up by infrastructure renewal work by Atmos, the local natural gas utility, and with broadband expansion throughout the city. This work will be completed during the period and reduce locating costs for JXN Water.

Closure of JH Fewell

- Within this time frame, JXN Water will complete the necessary improvements to the distribution system, the renewals at OBC, and leak repairs that should reduce daily demand to less than 30 MGD (July demand was at 34 MGD). If successful and we don't encounter unexpected obstacles, this will allow closure of the JH Fewell WTP and an estimated OP EX reduction of \$5 to \$7 million (a minimum of 4% of the \$115 million projected annual OP EX).

Additional experience with operating the water and sewer systems should result in other efficiencies. All of these potential reductions in OP EX support the assumption that over this 5-year period, it is reasonable to assume that OP EX can remain flat.

Billing and Collections Improvements

At the end of Q4 2025, JXN Water had made significant improvements in the billing and collection for water services as shown in the table below.

| | Monthly Avg Oct-Dec 23 | Monthly Avg 2024 | Monthly Avg 2025 (YTD) | Percent Increase Oct 2023-2025 |
|--|------------------------|------------------|------------------------|--------------------------------|
| Number of Bills | 48,682 | 50,989 | 54,404 | 11.8 |
| Dollars Billed | \$ 6,401,117 | \$ 8,953,825 | \$ 9,231,453 | 44.2 |
| Number of Payments | 26,101 | 30,369 | 33,298 | 27.6 |
| Dollars Received | \$ 3,862,821 | \$ 5,554,790 | \$ 7,149,740 | 85.1 |
| Collection Rate (Bills/Payment) | 53.6% | 59.6% | 61.2% | 14.2 |
| Collection Rate (Revenue) | 60.3% | 62.0% | 77.4% | 24.2 |

This rapid progress is remarkable given the culture of non-payment established over the past decade by the City.

| Meter Turn Off Non Payment Completed 2025 | | | | | | | | | | | | |
|---|-----|-----|-----|-----|-----|-----|------|-----|------|------|------|-----|
| Activity | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | 2025 | |
| Meter Turn Off Non Payment | 14 | 110 | 231 | 327 | 768 | 395 | 1796 | 811 | 2420 | 1098 | 7972 | |
| Meter Turn Off No Account | | | | | | | | 6 | 309 | 367 | 198 | 880 |

*Data available since 3/31/2025

Priority Project Status

| No. | Description | Est Comp | Comments |
|-----|--|----------|--|
| 1 | O&M Contract Phase 1 | 2/2023 | COMPLETE |
| 1 | O&M Contract Phase 2 | 7/2024 | COMPLETE – Effective Date 10/1/2024 through 9/30/2034 |
| 2 | Winterization | 12/2023 | COMPLETE |
| 3 | Corrosion Control JHF | 12/2023 | COMPLETE |
| 3 | Corrosion Control OBC | 8/2026 | Construction underway. |
| 4 | Emergency Water Supply | 9/2027 | COMPLETE - Available throughout ISO term |
| 5 | System Planning and Stabilization a. Distribution System b. System Stabilization and Sustainability Plan | 8/2026 | Aligned with MEMA BRIC Grant. |
| 6 | System Stabilization and Sustainability Plan | | Combined with PPL 5 |
| 7 | SCADA | 12/2026 | With CMAR for construction. |
| 8 | Chemical Systems | 8/2027 | Construction underway. |
| 9 | Chlorine System at OBC – temporary improvements | 2/2023 | COMPLETE |
| 9 | Chlorine System at OBC – Replacement | 8/2027 | Included in design for PP 8 |
| 10 | Intake Structure Repairs | 12/2025 | COMPLETE – Inspection revealed no near term repairs necessary. |
| 11 | Treatment Facilities | 6/2027 | Interim milestones on chart below. |
| 12 | Sludge Assessment and Removal | 8/2026 | Clear Well 1 completed during conventional shutdown started in 9/2025. Clear Well 2 to be worked in Q2 2026. |
| 13 | Resilient Power Plan | 10/2027 | 100% design complete, with CMAR for construction. |

Projects shaded in with blue reflect new completion dates approved by USEPA via email 11/17/2025.



OB Curtis
Priority Project 11 Milestone Schedule

| Priority Project 11 Categories | Project/Status | Completion Date | 26Q1 | 26Q2 | 26Q3 | 26Q4 | 27Q1 | 27Q2 | 27Q3 | 27Q4 | 28Q1 | 28Q2 | 28Q3 | 28Q4 |
|---|---|-----------------|------|------|------|------|------|------|------|------|------|------|------|------|
| OB Curtis WTP | | | | | | | | | | | | | | |
| a. Membrane System | Train #1-4 and 6 Fibers Replaced | Complete | | | | | | | | | | | | |
| | Train #5 Fibers Replacement | Apr-26 | | ◆ | | | | | | | | | | |
| b. Raw Water Pumping and Screening | Raw Water Pump Station Upgrades | Jan-28 | ◆ | | ◆ | | | | | | ◆ | | | |
| | Raw Water Screen Replacement | Oct-26 | | | | ◆ | | | | | | | | |
| c. Oxidation Basin | Chemical System Improvements | Jun-28 | | | | | | | | | | ◆ | | |
| d. Rapid Mix | Sedimentation Basin Improvements | Jun-27 | | | | | | | ◆ | | | | | |
| e. Flocculation and Sedimentation | Sedimentation Basin Improvements | Jun-27 | | | | | | ◆ | | | | | | |
| f. Sludge Removal | Residual Handling Improvements | Apr-27 | ◆ | | ◆ | | | ◆ | | | | | | |
| g. Filters | Filter #1-6 Rehabilitation | Jun-27 | | | | | | ◆ | | | ◆ | | | |
| h. UV | UV Removed | N/A | | | | | | | | | | | | |
| i. Transfer Pumping | | N/A | | | | | | | | | | | | |
| j. High Service Pumping | Partial Pump Replacement/Rehabilitation As Needed | N/A | | | | | | | | | | | | |
| Priority Project 11 Categories | Project/Status | Completion Date | 29Q1 | 29Q2 | 29Q3 | 29Q4 | 30Q1 | 30Q2 | 30Q3 | 30Q4 | | | | |
| JH Fewell WTP * | | | | | | | | | | | | | | |
| Decommissioning/Pump Station Conversion | Fewell Pump Station Conversion | Dec-30 | | ◆ | ◆ | | | | ◆ | | | | | |

* There are no capital projects currently planned at JH Fewell. The system has been stabilized through completed projects and operations and maintenance activities. Deficiencies are addressed by operations through normal business processes.

| | |
|-------------------------|---|
| Design Completion | ◆ |
| Bidding/GMP Completion | ◆ |
| Construction Completion | ◆ |

Operating Results Through Q4 2025

Operating expenses ended 2025 close to the budget as shown in the table below. This result, within 5% of the budget, is remarkable with so little data available to inform the 2025 budget.

JXN Water Budget vs. Actuals: Budget_FY25_P&L - FY25 P&L January - December 2025

| | Total | | |
|--|-------------------------|-------------------------|----------------|
| | Actual | Budget | % of Budget |
| Expenses | | | |
| Customer Service | | | |
| Billing | 5,362,879.94 | 4,380,000.00 | 122.44% |
| BOSS (IT Integrator) | 2,483,059.38 | 3,000,000.00 | 82.77% |
| Call Center | 682,574.75 | 624,000.00 | 109.39% |
| Metering | 6,280,556.43 | 6,300,000.00 | 99.69% |
| Total Customer Service | \$ 14,809,070.50 | \$ 14,304,000.00 | 103.53% |
| Drinking Water Expenses | | | |
| Distribution System Management | 1,203,594.69 | 2,460,000.00 | 48.93% |
| Maintenance and Repairs - Drinking Water | 20,965,908.96 | 18,000,000.00 | 116.48% |
| Third Party Damage | 41,069.64 | | |
| Total Maintenance and Repairs - Drinking Water | \$ 21,006,978.60 | \$ 18,000,000.00 | 116.71% |
| O&M 1442 | | | |
| Emergency Water Supply | 89,159.40 | 0.00 | |
| Find and Fix | 3,149,548.07 | 0.00 | |
| Service Line Inventory | 1,575,893.98 | 0.00 | |
| Valve Assessment | 2,380,615.99 | 0.00 | |

| | | | | |
|--------------------------------------|----|----------------------|----|----------------------|
| Total O&M 1442 | \$ | 19,912,746.22 | \$ | 0.00 |
| Plant O & M - Drinking Water | | 18,669,925.96 | | 36,000,000.00 |
| Total Drinking Water Expenses | \$ | 60,793,245.47 | \$ | 56,460,000.00 |
| JXN Water Operating | | | | 107.67% |
| Bank Charges | | 144,521.02 | | 12,000,000.00 |
| Business Licenses | | 204.91 | | 500.00 |
| Claim Settlements | | 9,821.93 | | 60,000.00 |
| Conference/Training | | 88,747.05 | | 96,000.00 |
| Contractual Support | | | | |
| Accounting | | 138,456.54 | | 120,000.00 |
| Communications/PR | | 1,421,655.97 | | 1,560,000.00 |
| Community Support | | 16,383.13 | | |
| Total Communications/PR | \$ | 1,438,039.10 | \$ | 1,560,000.00 |
| Compliance | | 174,362.50 | | 120,000.00 |
| Engineering | | 213,456.57 | | 180,000.00 |
| Financial Advisor | | 363,000.00 | | 240,000.00 |
| Legal | | 555,240.65 | | 240,000.00 |
| Locating | | 1,081,700.56 | | 600,000.00 |
| Phone/IT Systems | | 360,406.88 | | 360,000.00 |
| Rate Study | | 11,401.50 | | 24,000.00 |
| ROW Acquisition | | 15,500.00 | | |
| Security | | 403,922.40 | | 420,000.00 |
| SMBI | | 145,077.13 | | 216,000.00 |
| Total Contractual Support | \$ | 4,900,563.83 | \$ | 4,080,000.00 |
| Gasoline & Vehicle Maintenance | | 79,256.30 | | 60,000.00 |
| Insurance | | 94,414.83 | | 66,000.00 |
| Materials and Supplies | | 10,979.90 | | 240,000.00 |
| Occupancy | | 166,226.40 | | 240,000.00 |
| Uniforms | | 23,385.03 | | 24,000.00 |
| Total JXN Water Operating | \$ | 5,518,121.20 | \$ | 6,066,500.00 |
| | | | | 90.96% |

| | | | |
|--|--------------------------|--------------------------|----------------|
| Legal - Sewer | 8,818.85 | | |
| Meeting | 349.45 | | |
| Payroll Expenses | | | |
| COJ Reimbursement | 334,670.39 | 1,440,000.00 | 23.24% |
| Employee Recognition | 3,000.00 | | |
| ITPM Compensation | 399,999.96 | 520,000.00 | 76.92% |
| Reimbursements | 0.00 | 144,000.00 | 0.00% |
| Staffing/Temps | 252,672.05 | 240,000.00 | 105.28% |
| Taxes | 124,602.02 | 108,000.00 | 115.37% |
| Wages | 1,513,548.04 | 1,440,000.00 | 105.11% |
| Total Payroll Expenses | \$ 2,628,492.46 | \$ 3,892,000.00 | 67.54% |
| Sewer Expenses | | | |
| Cleaning and Maintenance | 7,590,408.55 | 7,200,000.00 | 105.42% |
| Metering - Sewer Expenses | 266,311.00 | 260,000.00 | 102.43% |
| Plant O & M - Sewer | 20,935,925.58 | 18,120,000.00 | 115.54% |
| Program Management | 2,382,607.54 | 2,340,000.00 | 101.82% |
| Sewer Repairs | 4,987,896.37 | 6,000,000.00 | 83.13% |
| Total Sewer Expenses | \$ 36,163,149.04 | \$ 33,920,000.00 | 106.61% |
| Total Expenses | \$ 119,921,246.97 | \$ 114,642,500.00 | 104.60% |
| Other Expenses | | | |
| Bond Loan Interest | 7,335,586.00 | 16,983,516.00 | 43.19% |
| Capital Projects | | 0.00 | |
| ARPA - Large Repair Term Contract | 1,650,784.10 | | |
| ARPA - Lining Contract | 1,636,600.08 | | |
| ARPA - Small Repair Term Contract | 684,212.26 | | |
| Building | 1,500.00 | | |
| Chemical Feed OBC | 11,369,226.58 | 0.00 | |
| Construction Management | 224,928.07 | 0.00 | |
| Corrosion Control | 213,670.58 | 0.00 | |
| Distribution Sys Analysis | 2,592,106.98 | 0.00 | |

| | | |
|--|-------------------------|---------------------------------|
| Distribution Sys Improvements | 664,387.43 | 0.00 |
| Electrical Sustainability OBC | 604,155.55 | 0.00 |
| Fewell Decommissioning | 291,560.40 | 0.00 |
| Filters at OBC | 8,304,014.76 | 0.00 |
| Hanging Moss WBI | 2,426,874.14 | |
| Master Plan | 313,095.77 | 0.00 |
| Operations Yard | 83,757.01 | 0.00 |
| SCADA | 1,837,063.81 | 0.00 |
| Sedimentation Basins | 53,168.00 | 0.00 |
| SEP | 711,580.65 | |
| Service Line Replacement | 113,175.93 | 0.00 |
| Sewer Mill St | 159,389.61 | |
| Small Pipe Replacement | 635,045.92 | 0.00 |
| Treatment Process Renewals | 13,570,078.52 | 0.00 |
| Well Assessment | 109,858.53 | 0.00 |
| Total Capital Projects | \$ 48,250,234.68 | \$ 0.00 |
| SRF Tax Intercept Reimbursement | 1,202,768.00 | 1,850,000.00 65.01% |
| Total Other Expenses | \$ 56,788,588.68 | \$ 18,833,516.00 301.53% |

Sunday, Jan 25, 2026 07:21:46 AM GMT-8 - Accrual Basis

Precautionary Boil Water Notices

There were no city-wide precautionary boil-water notices issued during the reporting period.

The continued accelerated efforts to find and fix legacy leaks in the system along with the long-overdue replacement of valves and hydrants and the occasional pipe break continue to require issuing many precautionary BWN each month. There were 89 issued during the quarter with an average of 31 connections impacted for 3.9 days each.

Water Production (Total O.B. Curtis (OBC) and J.H. Fewell (JHF))

The daily demand on the water plants continues to trend down. The quarterly average was 35.88 mgd. This trend is very encouraging and will continue to be monitored and reported in future quarterly reports. Compared with Q4 2023, this represents a reduction of 36%.

Estimated water loss is approximately 44% (16 mgd) compared to more than 65% (35 mgd) in October 2023. Leak identification and elimination efforts continue. Once daily peak demand can be met by OBC, we plan to take JHF offline. Capital projects to support taking JHF offline are in design for the distribution system and should be under construction in early 2026. Work to increase firm capacity at OBC is underway and should be complete in 2027, setting a target date for JHF shutdown in mid-2028.

The estimated savings realized by reducing water loss by 18 MGD is over \$4.5 million per year based on our current costs for chemical and power (\$693 per MG).



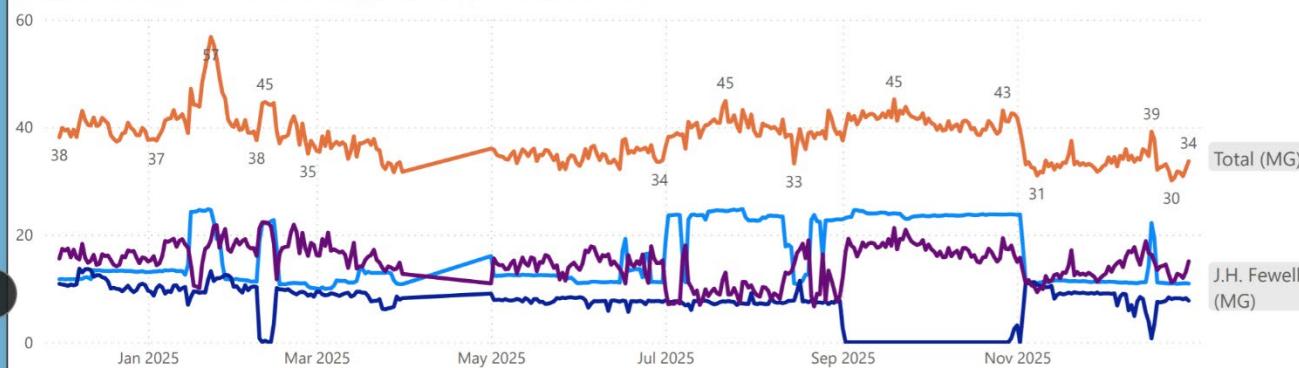
Executive Dashboard

JXN
water

Data as of 12/31/2025

Daily Water Production

● J.H. Fewell (MG) ● O.B. Curtis Conv (MG) ● Total (MG) ● O.B. Curtis Mem (MG)



Water Production MG/Day (YTD)

Total Production (Min)

30.08

Total Production (Avg)

37.63

O.B. Curtis Membrane (Avg)

14.77

O.B. Curtis Conventional (Avg)

6.72

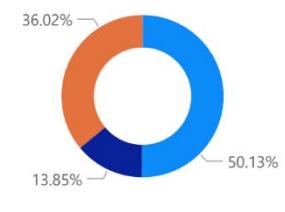
J.H. Fewell (Avg)

16.13

| Year | Month | Title | J.H. Fewell | O.B. Curtis - Conventional | O.B. Curtis Membrane |
|------|-------|-----------|-------------|----------------------------|----------------------|
| 2025 | 12 | December | 11.79 | 7.37 | 14.44 |
| 2025 | 11 | November | 12.30 | 8.98 | 12.33 |
| 2025 | 10 | October | 23.66 | 0.11 | 16.58 |
| 2025 | 9 | September | 23.73 | 0.09 | 18.13 |
| 2025 | 8 | August | 20.04 | 7.67 | 11.27 |
| 2025 | 7 | July | 23.07 | 7.43 | 9.74 |

| Plant | Average Production Trend (MG/Day) | | | | | | |
|--------------------------|-----------------------------------|---------------|--------------------|---------------|---------------|-------|--------|
| | December 2025 | December 2024 | 25'-24' YOY Change | Rolling 6-mos | Rolling 3-mos | YTD | Target |
| J.H. Fewell | 11.79 | 12.68 | -7.01% | 19.12 | 15.96 | 16.13 | 10-20 |
| O.B. Curtis Conventional | 7.37 | 11.14 | -33.80% | 5.27 | 5.45 | 6.72 | 10-20 |
| O.B. Curtis Membrane | 14.44 | 15.87 | -9.01% | 13.75 | 14.47 | 14.77 | 23 |
| Total | 33.60 | 39.69 | -15.33% | 38.13 | 35.88 | 37.63 | 43-53 |

Avg Production Share by WTP (Rolling 6 months)



Purpose of Quarterly Report

The Interim Stipulated Order, Section 16.a., requires quarterly reporting to include the following components:

- i. A description of the projects and activities conducted during the reporting period to comply with the requirements of this Stipulated Order.
- ii. A summary of any delays encountered or anticipated that may affect the ITPM's performance or implementation of this Stipulated Order, including the Priority Project List, and any actions taken to address such delays.
- iii. Any modification to the Priority Project List or Implementation Schedule consistent with Paragraphs 15 (Priority Project List) and 18 (EPA Review).
- iv. An accounting of the expenditures from, additions to, and remaining balance of the ITPM Professional Budget.
- v. A projection of work to be performed pursuant to this Stipulated Order during the next or succeeding Quarter; and
- vi. In each Status Report filed in the month of January, except in the Status Report due January 31, 2023, an audited financial statement of the ITPM Professional Account, O&M Account, and Capital Improvements Account for the City's previous fiscal year. Any information revealing bank account numbers or constituting personally identifiable information shall be redacted.

The EPA Grant that funded the Interim Third-Party Manager also has quarterly reporting requirements that include the following:

- A comparison of actual accomplishments to the outputs/outcomes (these are deliverables, reports, milestones) established in the assistance agreement work plan for the period.
- The reasons why established outputs/outcomes were not met; and
- Additional pertinent information, including, when appropriate, analysis and explanation of cost overruns or high-unit costs.

As these reports have similar requirements, this consolidated report is intended to meet the purposes and requirements of both the ISO and the EPA Safe Drinking Water Act (SDWA) Section 1442 (b) grant.

Background

On December 20, 2022, the US EPA awarded grant number 84054501 under the authority of the Safe Drinking Water Act, Section 1442 (b). The stated purpose of the grant is as follows:

This agreement will provide support to the City of Jackson, MS, which is currently experiencing a drinking water emergency. The City entered into an Interim Stipulated Order with the Environmental Protection Agency and Department of Justice approved in Federal District Court on November 29, 2022, and this funding will be used to fulfill commitments established in the Order. The activities include establishing an Interim Third-Party Manager who will then hire support staff, enter into and maintain contracts to accomplish tasks required in the Order and deemed necessary to address violations of the Safe Drinking Water Act. Anticipated deliverables include hiring staff, entering into and maintaining contracts allowing for proper operations and maintenance of the system. Expected outcomes include supporting the System in complying with the Safe Drinking Water Act, fulfilling commitments established through the Order, and ensuring residents of Jackson have clean and safe drinking water. Intended beneficiaries include approximately 160,000 persons served by the City of Jackson Public Water System. No subawards are included in this assistance agreement. City of Jackson Public Water System Emergency Drinking Water Grant.

This report is required by the grant agreement and covers eligible activities that began January 1, 2024, through March 31, 2024. These reports are aligned with the reporting requirements of the Interim Stipulated Order that appointed the Interim Third-Party Manager funded by and managing this grant. This report is submitted for the Court's review and approval.

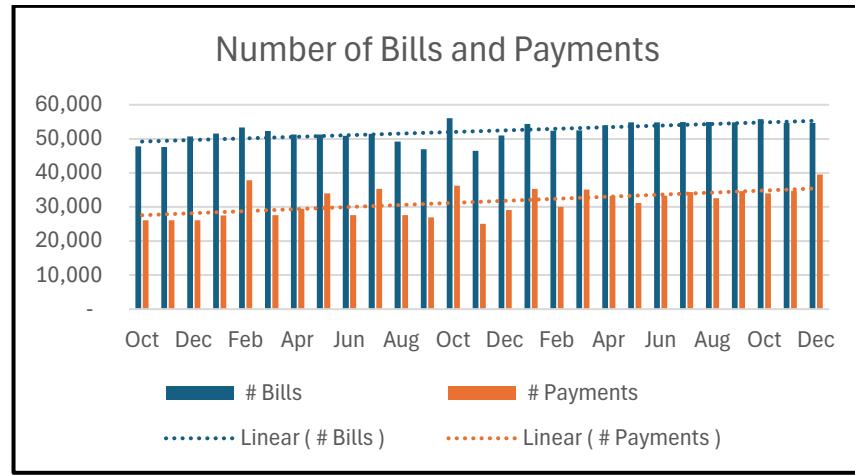
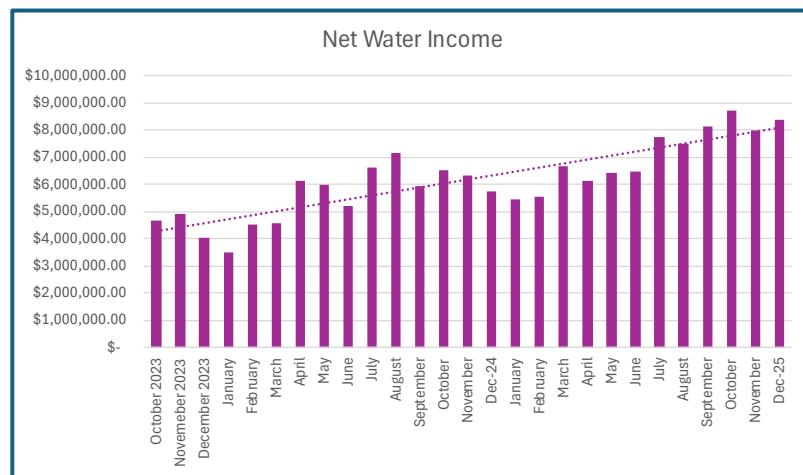
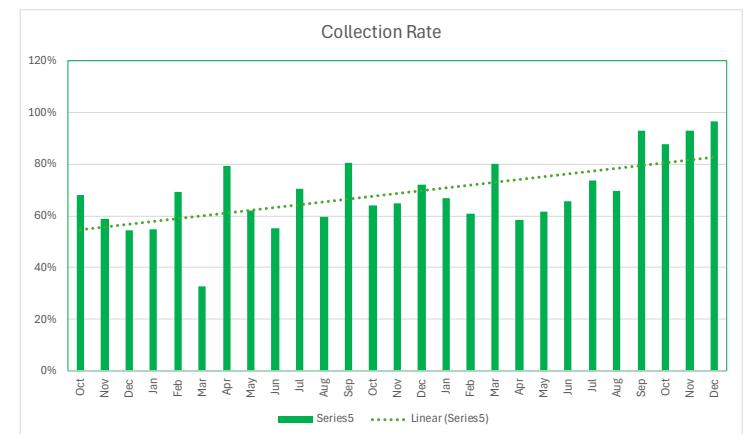
PROJECTS AND ACTIVITIES CONDUCTED DURING THE REPORTING PERIOD

The ISO includes thirteen priority projects for the ITPM to accomplish under the terms of the ISO. The activities conducted related to the priority projects (PP) are included in this report. Beyond the priority project work, many activities have been conducted to comply with the requirements of the ISO during this reporting period. These include:

Billing and Collections: JXN Water continues to work to resolve legacy metering and billing issues that have hampered collection of water-related revenues. Revenues continue to increase through the significant efforts of the JXN Water billing staff. Severance (the process to disconnect customers for non-payment) went into full gear in September 2025. The upward trend is clearly demonstrated in the chart on the right.

Total water revenue collected monthly continues to increase with the increased collection efforts. The trendline in the chart below is very promising as JXN Water works to close the gap between local revenues collected and budgeted expenses.

Beyond the increase in net water revenue, getting the number of payments aligned with the number of bills is important. Legacy data from the City of Jackson was moved into the billing system prior to JXN Water and was never cleaned up to eliminate accounts that may no longer be viable. For that reason, JXN Water believes the number of accounts and associated bills generated each month may be overstated. These data will correct overtime as collection efforts identify the non-viable accounts. This will take time.



1442(b) Grant 84060101 Final Financial Report

The close out package for Grant 84060101 was submitted to USEPA on December 4, 2025. No activities beyond close out during the reporting period.

SRF Funding: The balance of the funding from the Consolidated Appropriation Act 2023 was provided through the existing State Revolving Loan Fund (SRF) program. Working closely with the Mississippi Department of Health, and Region 4 of the US EPA, a revised Intended Use Plan was submitted by the ITPM during this reporting period.

The Mississippi Local Governments and Rural Water Systems Improvements Board approved the amended Intended Use Plan (IUP) for the DISASTER RELIEF SUPPLEMENTAL APPROPRIATION in May 2025. The approved IUP committed over \$432 million (nearly 96 percent of the \$450 million appropriated) with projects investing in treatment plant processes, distribution system improvements, and replacement of small diameter piping.

| Supplemental Appropriation Priority List | | | | | |
|--|--|-----------------|-------------------------|-----------------------|------------------------|
| Project | Project Description | Priority Points | Service Area Population | Loan Amount Requested | Loan Amount Cumulative |
| III: Primary Drinking Water Standards Projects | | | | | |
| Jackson, City of | Intake Structure Repair | 11099 | 155000 | \$5,500,000 | \$5,500,000 |
| IX: Existing Facilities Upgrade (Meeting Primary Standards) | | | | | |
| Jackson, City of | Emergency Small Diameter Pipe Replacement | 10708 | 155000 | \$5,182,149 | \$10,682,149 |
| Jackson, City of | SCADA System | 4934 | 155000 | \$13,400,000 | \$24,082,149 |
| Jackson, City of | Emergency Distribution System Optimization | 2804 | 155000 | \$19,793,757 | \$43,875,906 |
| Jackson, City of | Chemical Feed Repair | 2755 | 155000 | \$24,000,000 | \$67,875,906 |
| Jackson, City of | Residuals System Upgrade OB Curtis | 2328 | 155000 | \$28,400,000 | \$96,275,906 |
| Jackson, City of | Small Diameter Pipe Replacement | 1749 | 155000 | \$47,602,400 | \$143,878,306 |
| Jackson, City of | Treatment Process Renewals | 735 | 155000 | \$90,000,000 | \$233,878,306 |
| Jackson, City of | Distribution System Optimization | 578 | 155000 | \$96,057,100 | \$329,935,406 |
| XIII: Other | | | | | |
| Jackson, City of | Emergency Lead Service Line Inventory | 18696 | 155000 | \$2,968,198 | \$332,903,604 |
| Jackson, City of | Debt Retirement- SRF Loan 2 | 3811 | 155000 | \$14,562,349 | \$347,465,953 |
| Jackson, City of | Debt Retirement Loan 3 | 3014 | 155000 | \$18,410,826 | \$365,876,779 |
| Jackson, City of | Resilient Power Facilities - OB Curtis | 1745 | 155000 | \$31,800,000 | \$397,676,779 |
| Jackson, City of | COJ Special Obligation Bonds Series 2013 | 1588 | 155000 | \$34,940,271 | \$432,617,050 |

DWSRF Current Status

| SRF Loan Applications Status | | | | | | | |
|---|--------------------|--------------------------|---------------------------------|----------------------------|--|--|--|
| Project Description | MSDH Number | Loan Amounts | Reimbursement Request Processed | Reimbursement to JXN Water | | | |
| Emergency Distribution System Optimization | COMPLETE | \$ 19,793,756.85 | \$ 19,793,756.85 | \$ 19,793,756.85 | SRF eligible expenses from 1442(b) | | |
| Emergency Small Diameter Pipe Replacement | COMPLETE | \$ 5,182,149.34 | \$ 5,182,149.34 | \$ 5,182,149.34 | SRF eligible expenses from 1442(b) | | |
| Emergency Lead Service Line Inventory | COMPLETE | \$ 2,968,197.88 | \$ 2,968,197.88 | \$ 2,968,197.88 | SRF eligible expenses from 1442(b) | | |
| Emergency Reimbursement for Eligible Infrastructure | COMPLETE | \$ 34,940,270.80 | \$ 34,940,270.80 | \$ 34,940,270.80 | | | |
| DWSRF Retirement | COMPLETE | \$ 32,973,175.00 | \$ 32,973,175.00 | \$ 32,973,175.00 | | | |
| OCB Chemical Feed | DWJXN-L250008-01-0 | \$ 67,649,245.00 | \$ 17,854,803.00 | \$ 12,114,524.00 | | | |
| OCB Treatment Process Renewals | DWJXN-L250008-06-0 | \$ 53,424,000.00 | \$ 20,035,463.00 | \$ 11,623,186.00 | | | |
| SCADA | DWJXN-L250008-07-0 | \$ 25,153,954.00 | \$ 3,342,996.00 | \$ 3,002,971.00 | | | |
| Resilient Power Facilities | DWJXN-L250008-09-0 | \$ 31,800,000.00 | \$ 584,826.03 | \$ 584,826.00 | | | |
| Choctaw Village 2310 | DWJXN-L250008-08 | \$ 7,210,350.00 | \$ 766,069.50 | \$ 543,961.33 | PR 2 submitted to MSDH 01/23/2026 | | |
| Raw Water Pumps | DWJXN-L250008-10-0 | \$ 15,000,000.00 | \$ - | \$ - | | | |
| Fortification St | DWJXN-L250008-12 | \$ 16,733,000.00 | \$ 460,996.20 | \$ - | PR 1 (updated) submitted to MSDH 12/30/2025 | | |
| Broadmoore/Brown (Small Dia 2311 and 2312) | DWJXN-L250008-13 | \$ 6,000,000.00 | \$ - | \$ - | Loan application approved | | |
| OCB Residuals Upgrade | DWJXN-L250008-11-0 | \$ 5,500,000.00 | \$ 321,888.54 | \$ 321,888.54 | | | |
| Well System Rehabilitation | DWJXN-L250012-XX-X | \$ 11,500,000.00 | \$ - | \$ - | Loan application submitted, waiting approval | | |
| East Oak Forest (Small Dia) 2322 | | \$ 8,891,250.00 | | | | | |
| Merit Health 2309 | DWJXN-L250008-14 | \$ 1,200,000.00 | | | Loan application submitted, waiting approval | | |
| MMC- 2401 | DWJXN-L250008-16 | \$ 1,028,250.00 | | | Loan application submitted, waiting approval | | |
| Galalatin 2308 | | \$ 13,443,075.00 | | | Loan application not yet submitted; in process | | |
| West/Rankin St 2324 | | \$ 10,151,625.00 | | | | | |
| Maddox/TV Road 2326 | | \$ 10,254,000.00 | | | | | |
| Surface Restoration 2328 (Coordinating with paving) | DWJXN-L250008-15 | \$ 6,280,000.00 | | | Loan application submitted, waiting approval | | |
| JHF Short Term Conversion | | \$ 2,500,000.00 | | | Loan application not yet submitted | | |
| Hydrants | | \$ 3,175,000.00 | | | | | |
| Reallocation from SRF to 1442(b) | | \$ 54,000,000.00 | \$ 54,000,000.00 | | Congressional approval received. | | |
| LCRI (Potholing Validation) | | \$ 1,000,000.00 | | | | | |
| Valves | | \$ 3,175,000.00 | | | | | |
| TOTAL | | \$ 450,926,298.87 | \$ 193,224,592.14 | \$ 124,048,906.74 | | | |

The ITPM responded to a solicitation by the Mississippi Local Governments and Rural Water Systems Improvements Board for two new programs funded as part of the Bi-partisan Infrastructure Law (BIL) on June 19, 2023, requesting funding for Lead Service Line Replacements (LSLR) and for addressing Emerging Contaminants. Both were included in the approved IUPs, but at a fraction of the total project cost. The LSLR project is estimated at \$64 million (13,000 * \$4,888/EA) across a 10-year construction period. Based on preliminary inventory data, Jackson has approximately 13,000 galvanized service lines. While there are no records demonstrating that these lines were ever downstream of any lead piping, these may require replacement under the Lead and Copper Rule Improvements (LCRI). Replacement of these lines, as required, will be deferred until funding is available.

The Emerging Contaminant project, scoped to add Granular Activated Carbon (GAC) filtration to the OB Curtis Water Treatment Plant, is estimated at \$119 million. Sampling and testing for PFAS in source and finished water revealed no issues with PFAS, all samples tested well either non-detected or well below EPA's PFAS MCL levels. The GAC project will be executed for future emerging contaminants and seasonal taste and odor issues. This project will not be initiated until existing treatment and distribution needs are addressed.

SRF FFY-2024 BIL EC PRIORITY LIST

| Project | Project Description | Zip Code | Priority Points | Service Area Population | Eligible PF Amount | Loan Amount Request | Statewide Cum. \$ |
|---|---|----------|-----------------|-------------------------|--------------------|---------------------|-------------------|
| Category IX: Existing Facilities Upgrade (Meeting Primary Standards) | | | | | | | |
| Jackson, City of | Study, Design & Construction, Emerging Contaminants | 39216 | 11099 | 155000 | \$5,000,000 | \$5,000,000 | \$5,000,000 |

SRF FFY-2024 BIL LSLR PRIORITY LIST

| Project | Project Description | Zip Code | Priority Points | Service Area Population | Eligible PF Amount | Loan Amount Request | Statewide Cum. \$ |
|-----------------------------|---|----------|-----------------|-------------------------|--------------------|---------------------|-------------------|
| Category XIII: Other | | | | | | | |
| Jackson, City of | Replacement of Lead Service Lines | 39216 | 110 | 150000 | \$500,000 | \$5,000,000 | \$26,427,135 |
| Mount Olive, Town of | Surveying and Inventorying Lead Service Lines | 39119 | 102 | 982 | \$450,000 | \$1,000,000 | \$27,427,135 |
| Fayette, City of | Surveying & Inventory of Lead Service Lines | 39069 | 0 | 0 | \$56,250 | \$125,000 | \$27,552,135 |
| Collins, City of | Surveying and Inventorying Lead Service Lines | 39428 | 0 | 4000 | \$175,000 | \$500,000 | \$28,052,135 |

Building Resilient Infrastructure and Communities (BRIC): The Mississippi Emergency Management Agency (MEMA) received a \$2 million BRIC grant to develop long-term strategies for water supply and treatment for Jackson. The ITPM is partnering with MEMA to incorporate the scope of the BRIC grant with the master planning work underway with PPL 5.

BRIC Reimbursements

| Number | Amount of Eligible Expenses | Reimbursement (75%) | Status |
|--------|-----------------------------|---------------------|-----------------------|
| 1 | \$345,934.12 | \$259,450.59 | Received by JXN Water |
| 2 | \$737,341.17 | \$568,005.88 | Pending |

Disputed Customer Debt: The ITPM inherited nearly \$56 million in billing arrearages. Many accounts had arrearages dating back years due to the many metering and billing challenges over the past decade in Jackson. Almost all account arrearages could be attributed, in whole or in part, to those challenges or to billing for inadequate or non-existent services. Hundreds of these bills had been disputed prior to the appointment of the ITPM, and the disputes remained unresolved. Lacking adequate information to defend prior billing or resolve disputed bills, and charged with other priorities, the ITPM instituted a program to compromise debt that pre-dated the ITPM appointment for all disputed accounts. To accomplish this, the ITPM retained Promise Pay to gather attestations from customers that had aging arrearages (prior to December 1, 2022) and that had disputed these charges.

The program was shut down on August 31, 2023. The number of people accessing the program had dropped to less than one per week and the cost to keep the program open was significant resulting in JXN Water's decision to close that program. A total of 8,251 accounts attested their dispute through Promise Pay and \$19,513,774 in disputed charges were compromised (removed from individual accounts).

The disputed debt program demonstrated the overwhelming majority of the aging arrearages were the result of disputed bills. As a result, all arrearages prior to November 29, 2022, have been moved in the billing system to a separate Service Agreement (SA) account and are no longer visible on customer bills. At some future point JXN Water may choose to pursue these arrearages but at the current time, staff is focused on getting all customers using water into the billing system and current on their bills. It is estimated JXN Water would spend more on collection efforts for the aged arrearages (prior to November 29, 2022) than would be recovered.

Low Income Household Water Assistance Program (LIHWAP): For debt that accrued post the appointment of the ITPM, the ITPM retained Promise Pay to identify qualified applicants and apply for the LIHWAP grant funding on behalf of JXN Water. The program expired

on September 30, 2023, with no extension or replacement program currently moving in Congress. As of the end of the program, 413 accounts received Federal LIHWAP grant assistance through the state for a total amount of \$756,263.76.

Local Business Engagement and Development

JXN Water's achievements during the fourth quarter demonstrates that meaningful local business engagement requires more than good intentions—it demands strategic investment, sustained partnerships, and continuous innovation.

The collaboration between JXN Water, its prime contractors, and the Jones Group has established a systematic pathway for local businesses to participate in one of Jackson's most significant infrastructure investments. More importantly, this partnership has enabled local contractors to build proven track records delivering quality work on water infrastructure projects.

From program inception through year-end 2025, JXN Water has awarded over \$181 million to local contractors and vendors, representing 49% of expenditures outside of the operations and maintenance contract. These figures demonstrate that infrastructure investments can and should serve multiple purposes: rebuilding a water system that provides safe, reliable water for all residents while simultaneously building local business capacity, creating quality employment opportunities, developing workforce skills, and strengthening a sound economic foundation.

During the fourth quarter, a comprehensive review of achievements and lessons learned was conducted. The data revealed that many contractors who attended the annual "Doing Business with JXN Water" event expressed interest in industry-specific engagement opportunities in smaller settings. In response, JXN Water will roll out a series of trade-specific focus groups beginning in 2026.

JXN Water remains steadfast in its commitment to ensuring that infrastructure investments strengthen the entire community—not just the physical systems that deliver water. The organization will continue to build on this momentum, expanding opportunities for local contractors as the infrastructure program grows. This work represents not only an investment in infrastructure, but an investment in the long-term economic vitality of the Jackson community.

Call Center: ProTel has been in business supporting clients throughout Mississippi for more than 30 years. A contract for 24/7 call center operations was developed and the JXN Water customer service number (601-500-5200) went live on June 5, 2023.

The increase in collection efforts was reflected in the call center KPIs for Q4. A significant increase in total calls handled as well as wait time was driven by the calls to make payments, restore service, or establish an account. This increase in workload is anticipated to continue through early 2026 and as a result a contract modification was negotiated to add dedicated staff for 6 months during the stepped-up collection efforts.

Call Center KPIs for Q4 2025

| Total Calls | Average Talk Time | Average Wait Time |
|---------------|--------------------|--------------------|
| 41,348 (+15%) | 3.43 minutes (-4%) | 2.64 minutes (+4%) |

Call Center KPIs for Q3 2025

| Total Calls | Average Talk Time | Average Wait Time |
|---------------|--------------------|---------------------|
| 35,828 (+37%) | 3.58 minutes (+5%) | 2.53 minutes (+34%) |

Call Center KPIs for Q2 2025

| Total Calls | Average Talk Time | Average Wait Time |
|-------------|-------------------|-------------------|
| 26,117 | 3.42 minutes | 1.89 minutes |

Mississippi Municipality & County Water Infrastructure Grant Program Act (MCWI): The ITPM worked with the MCWI staff to consolidate previously awarded grants into two grants; one for drinking water projects and one for sewer projects. This will provide the most flexibility for leveraging this funding.

| MCWI Reimbursements | | | | | |
|-------------------------------------|---------------|-----------------|--|---------------------|-----------------|
| Agreement 476 Water | | | | Agreement 471 Sewer | |
| 1 | \$ 189,476.76 | \$ 189,476.76 | | 1 | \$ 187,373.77 |
| 2 | \$ 40,555.31 | \$ 230,032.07 | | 2 | \$ 41,220.50 |
| 3 | \$ 188,525.99 | \$ 418,558.06 | | 3 | \$ 106,633.54 |
| 4 | \$ 27,896.22 | \$ 446,454.28 | | 4 | \$ 43,274.40 |
| 5 | \$ 41,469.13 | \$ 487,923.41 | | 5 | \$ 56,779.60 |
| 6 | \$ 139,183.64 | \$ 627,107.05 | | 6 | \$ 148,784.72 |
| 7 | \$ 299,151.17 | \$ 926,258.22 | | 7 | \$ 47,560.80 |
| 8 | \$ 307,650.07 | \$ 1,233,908.29 | | 8 | \$ 174,709.75 |
| 9 | \$ 116,404.01 | \$ 1,350,312.30 | | 9 | \$ 52,656.60 |
| 10 | \$ 416,066.61 | \$ 1,766,378.91 | | 10 | \$ 30,304.57 |
| 11 | \$ 533,161.73 | \$ 2,299,540.64 | | 11 | \$ 48,098.81 |
| 12 | \$ 460,093.65 | \$ 2,759,634.29 | | 12 | \$ 116,437.70 |
| 13 | \$ 297,206.32 | \$ 3,056,840.61 | | 13 | \$ 52,656.60 |
| | | | | 14 | \$ 211,071.95 |
| | | | | 15 | \$ 138,938.45 |
| | | | | 16 | \$ 21,023.50 |
| | | | | 17 | \$ 8,419.05 |
| | | | | 18 | \$ 52,656.60 |
| | | | | 19 | \$ 237,102.90 |
| | | | | 20 | \$ 76,275.50 |
| | | | | 21 | \$ 1,075,038.07 |
| | | | | 22 | \$ 75,620.52 |
| | | | | | Pending |
| | | | | | Pending |
| Reimbursement Received by JXN Water | | | | | |

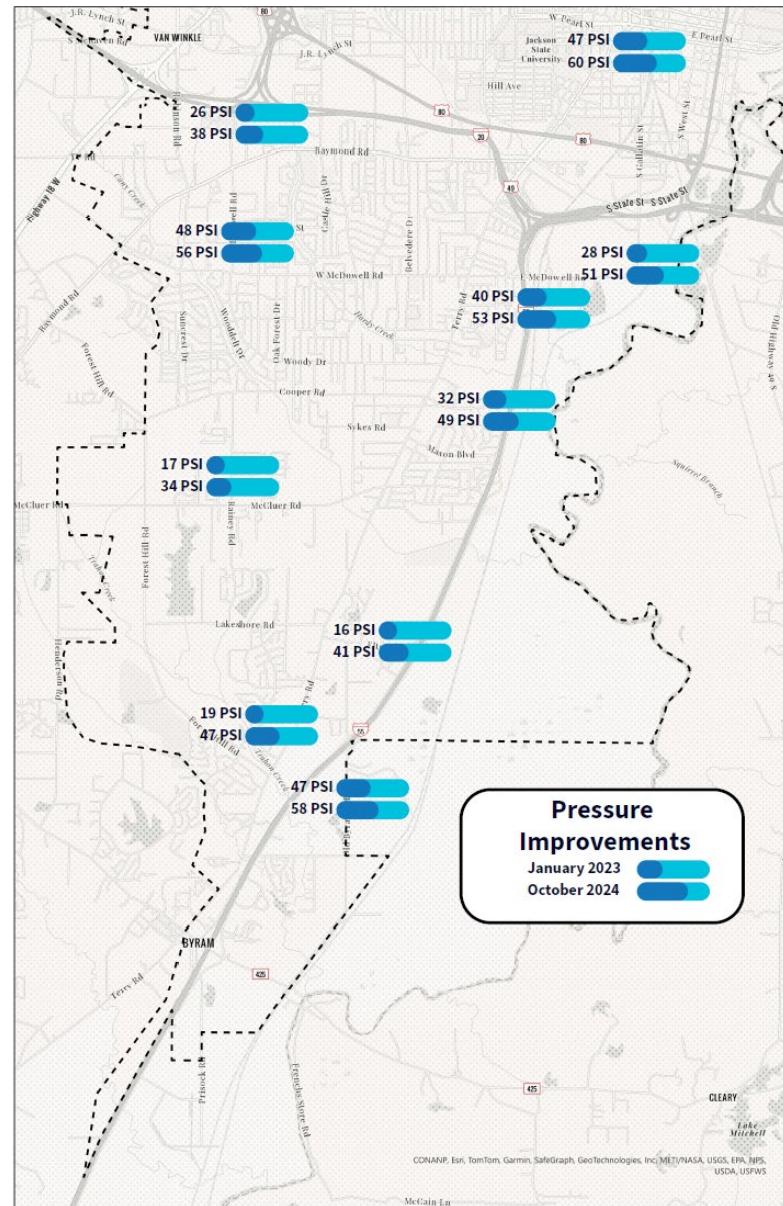
Water Resources Development Act Section 219 Funding (USACE)

There has been \$125 million in Section 219 funding authorized by WRDA. The USACE has been working with JXN Water on the first phase of projects. Two projects are fully funded and will be completed by first quarter 2026. The third project remains unfunded as JXN Water does not have adequate funds for the local match. The plan is to use CWSRF to fund a stand-alone contract for one pond as the match for the Section 219 work to be accomplished by the USACE. The CWSRF funding will not be available until JXN Water's revenues can support the repayment of a CWSRF loan, i.e., with the proposed rate increase.

| Increment | Project | Federal Share | Local Share | Status |
|-----------|---|---------------|--------------|-------------------------------------|
| 1 | 100 MGD Pump @ Savanna St WWTP | \$ 5,000,000 | \$ 1,666,666 | Funded, Est Completion 3/26 |
| 2 | Membrane Filter Cassettes – OB Curtis WTP | \$ 5,456,250 | \$ 1,818,750 | Funded, Est Completion 12/25 |
| 3 | Dredging Storm Ponds @ Savanna St WWTP | \$28,329,450 | \$ 8,697,450 | Unfunded – no local match available |

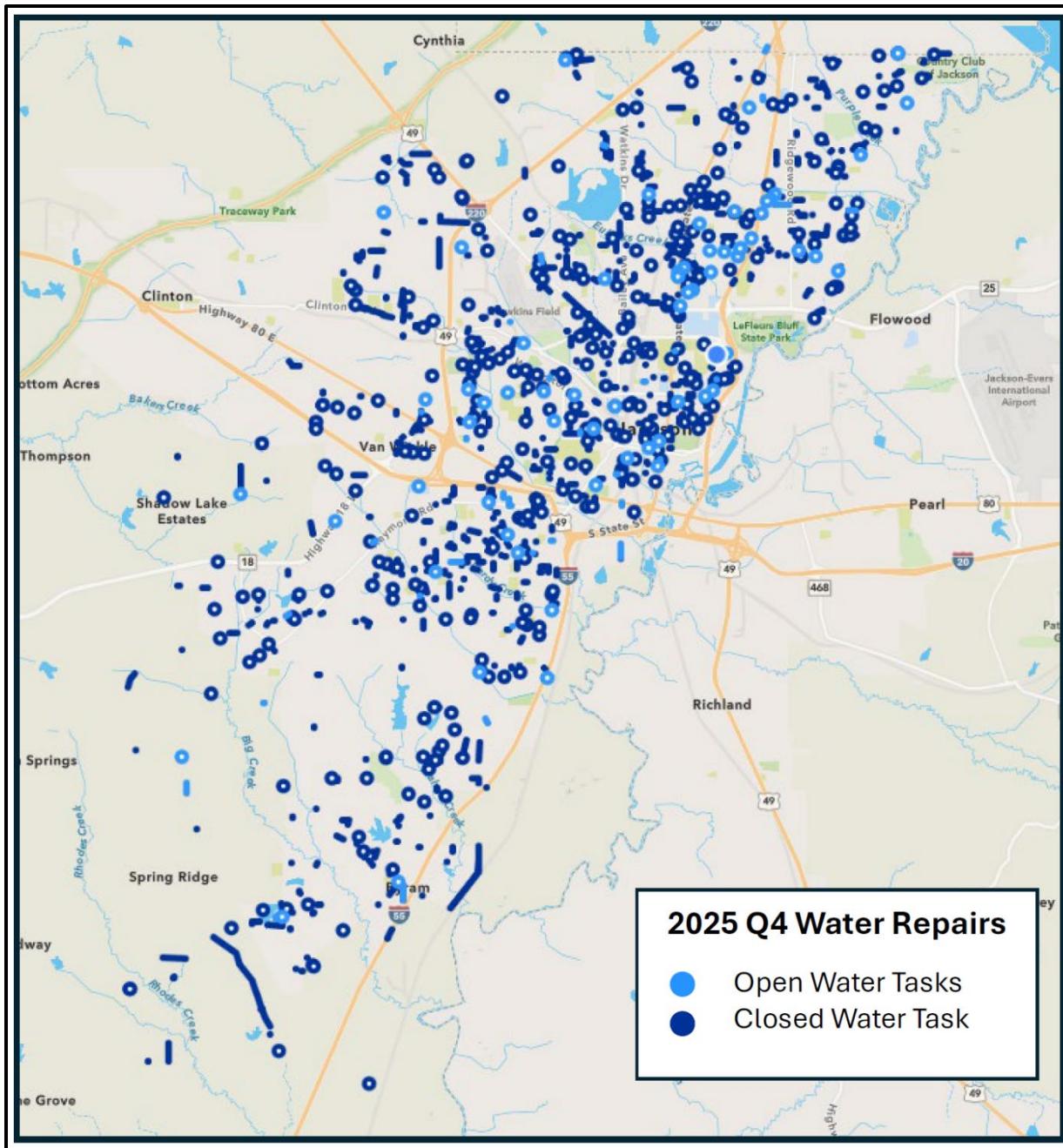
System Pressure Improvements: System pressure has been stabilized and normalized throughout the system. Wachs Water works with JXN Water staff to continue to find valves, make repairs, and change positions (typically from fully closed to fully open).

Pressure throughout the system has dramatically improved under federal judicial oversight and is now stable. The adjacent map shows pressures in South Jackson when JXN Water began operating and maintaining the system (January 2023) and as of December 2024. Pressures in South Jackson have been restored to normal system pressure.

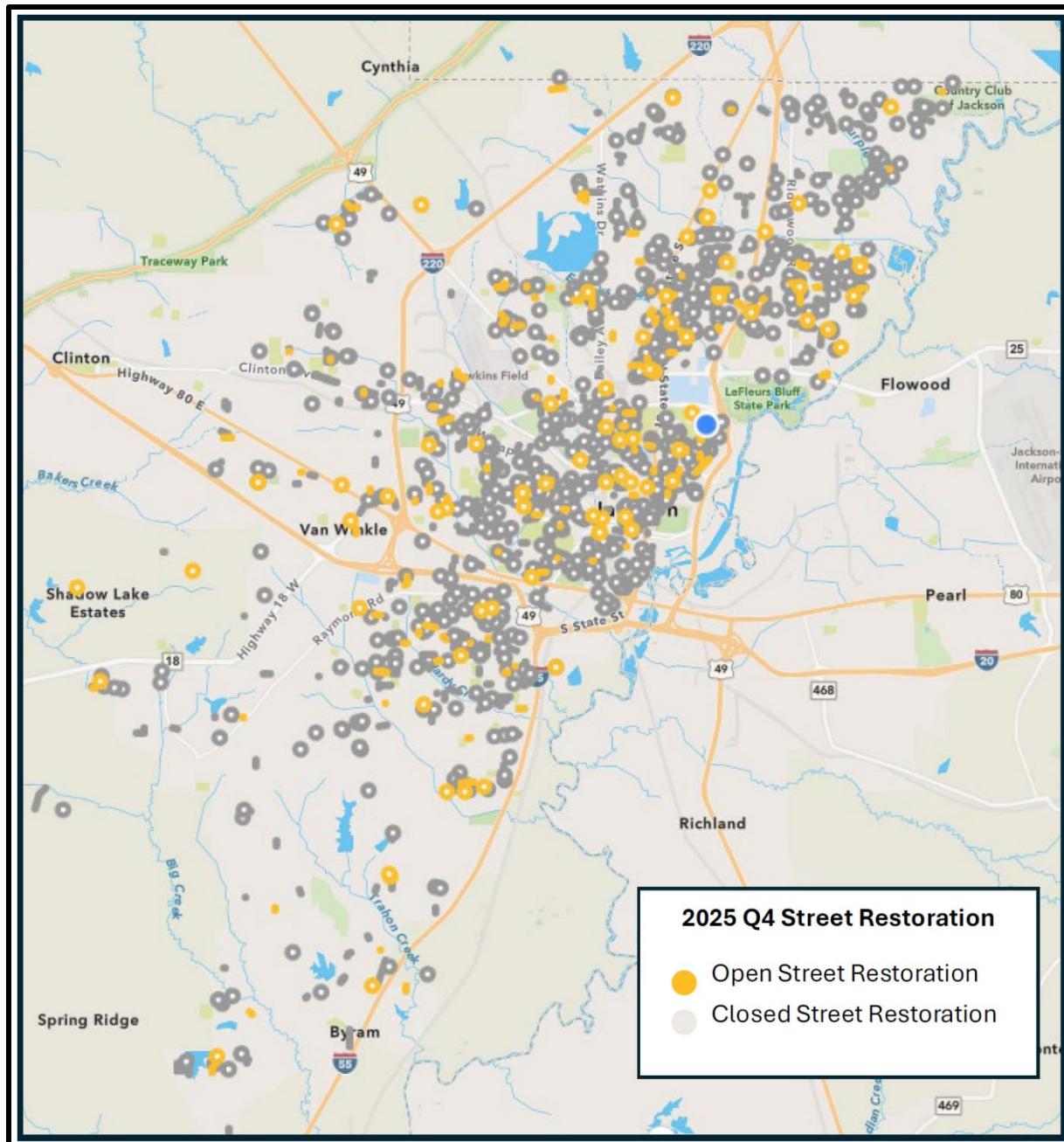


Distribution system maintenance, repair, and renewal (formerly Find and Fix)

| Street Restorations | | | | | | | | | | | | | | | | | | |
|---|-------|-------------|------------|-------------|-------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-----------------|-----------|-----------|-----------|
| 2024 | | 2025 | | | | | | | | | | | | | | | | |
| Status | Month | 2024 | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Total in Status | | | |
| In Progress | | 3 | 6 | 4 | | 3 | 1 | 4 | 1 | 12 | 26 | 44 | 37 | 46 | 184 | | | |
| Completed | | 672 | 128 | 84 | 75 | 70 | 50 | 51 | 59 | 45 | 42 | 34 | 36 | 15 | 689 | | | |
| Total Tickets | | 675 | 134 | 88 | 75 | 73 | 51 | 55 | 60 | 57 | 68 | 78 | 73 | 61 | 873 | | | |
| Percent Complete | | 100% | 96% | 95% | 100% | 96% | 98% | 93% | 98% | 79% | 62% | 44% | 49% | 25% | 79% | | | |
| Completed Tickets | | 2024 Q3 | 2024 Q4 | 2025 Q1 | 2025 Q2 | 2025 Q3 | 2025 Q4 | | | | | | | | | | | |
| Average # of Days to Cl | | 42 | 34 | 53 | 47 | 51 | 55 | | | | | | | | | | | |
| *Backlog was entered July 2024. All dates reflect tracking after July 2024. | | | | | | | | | | | | | | | | | | |
| Yard Restorations | | | | | | | | | | | | | | | | | | |
| 2024 | | 2025 | | | | | | | | | | | | | | | | |
| Status | Month | 2024 | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Total in Status | | | |
| In Progress | | 217 | 65 | 39 | 52 | 47 | 33 | 30 | 29 | 22 | 38 | 50 | 42 | 38 | 572 | | | |
| Completed | | 3 | | | | | | | | | | | | | 3 | | | |
| Total Tickets | | 220 | 65 | 39 | 52 | 47 | 33 | 30 | 29 | 22 | 38 | 50 | 42 | 38 | 575 | | | |
| Percent Complete | | 1% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 1% |
| Completed Tickets | | 2024 Q3 | 2024 Q4 | 2025 Q1 | 2025 Q2 | 2025 Q3 | 2025 Q4 | | | | | | | | | | | |
| Average # of Days to Cl | | 31 | 57 | 55 | - | - | - | | | | | | | | | | | |
| *Backlog was entered July 2024. All dates reflect tracking after July 2024. | | | | | | | | | | | | | | | | | | |
| *Yard restorations currently paused. | | | | | | | | | | | | | | | | | | |
| Curb Restorations | | | | | | | | | | | | | | | | | | |
| 2024 | | 2025 | | | | | | | | | | | | | | | | |
| Status | Month | 2024 | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Total in Status | | | |
| In Progress | | 2 | 2 | | 1 | 5 | 2 | 5 | 4 | 3 | 6 | 17 | 13 | 8 | 66 | | | |
| Completed | | 84 | 10 | 7 | 11 | 7 | 12 | 3 | 6 | 2 | 1 | 1 | | | 60 | | | |
| Total Tickets | | 86 | 12 | 7 | 12 | 12 | 14 | 8 | 10 | 5 | 7 | 18 | 13 | 8 | 126 | | | |
| Percent Complete | | 98% | 83% | 100% | 92% | 58% | 86% | 38% | 60% | 40% | 14% | 6% | 0% | 0% | 48% | | | |
| Completed Tickets | | 2024 Q3 | 2024 Q4 | 2025 Q1 | 2025 Q2 | 2025 Q3 | 2025 Q4 | | | | | | | | | | | |
| Average # of Days to Cl | | 22 | 21 | 34 | 50 | 54 | 57 | | | | | | | | | | | |
| *Backlog was entered July 2024. All dates reflect tracking after July 2024. | | | | | | | | | | | | | | | | | | |
| *There was discrepancy that raised the number of curb tasks during Q4 artificially high. This has been resolved for Q1 numbers. | | | | | | | | | | | | | | | | | | |



| | | Street Restorations | | | | | | | | | | | | | | |
|---|-------|---------------------|------------|-------------|-------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-----------------|
| Status | Month | 2024 | | 2025 | | | | | | | | | | | | Total in Status |
| | | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | | | |
| In Progress | | 3 | 6 | 4 | | 3 | 1 | 4 | 1 | 12 | 26 | 44 | 37 | 46 | 184 | |
| Completed | | 672 | 128 | 84 | 75 | 70 | 50 | 51 | 59 | 45 | 42 | 34 | 36 | 15 | 689 | |
| Total Tickets | | 675 | 134 | 88 | 75 | 73 | 51 | 55 | 60 | 57 | 68 | 78 | 73 | 61 | 873 | |
| Percent Complete | | 100% | 96% | 95% | 100% | 96% | 98% | 93% | 98% | 79% | 62% | 44% | 49% | 25% | 79% | |
| Completed Tickets | | 2024 Q3 | 2024 Q4 | 2025 Q1 | 2025 Q2 | 2025 Q3 | 2025 Q4 | | | | | | | | | |
| Average # of Days to C | | 42 | 34 | 53 | 47 | 51 | 55 | | | | | | | | | |
| *Backlog was entered July 2024. All dates reflect tracking after July 2024. | | | | | | | | | | | | | | | | |
| | | Yard Restorations | | | | | | | | | | | | | | |
| Status | Month | 2024 | | | 2025 | | | | | | | | | | | |
| | | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | | | |
| In Progress | | 217 | 65 | 39 | 52 | 47 | 33 | 30 | 29 | 22 | 38 | 50 | 42 | 38 | 572 | |
| Completed | | 3 | | | | | | | | | | | | | 3 | |
| Total Tickets | | 220 | 65 | 39 | 52 | 47 | 33 | 30 | 29 | 22 | 38 | 50 | 42 | 38 | 575 | |
| Percent Complete | | 1% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 1% | |
| Completed Tickets | | 2024 Q3 | 2024 Q4 | 2025 Q1 | 2025 Q2 | 2025 Q3 | 2025 Q4 | | | | | | | | | |
| Average # of Days to C | | 31 | 57 | 55 | - | - | - | | | | | | | | | |
| *Backlog was entered July 2024. All dates reflect tracking after July 2024. | | | | | | | | | | | | | | | | |
| *Yard restorations currently paused. | | | | | | | | | | | | | | | | |
| | | Curb Restorations | | | | | | | | | | | | | | |
| Status | Month | 2024 | | | 2025 | | | | | | | | | | | |
| | | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | | | |
| In Progress | | 2 | 2 | | 1 | 5 | 2 | 5 | 4 | 3 | 6 | 17 | 13 | 8 | 66 | |
| Completed | | 84 | 10 | 7 | 11 | 7 | 12 | 3 | 6 | 2 | 1 | 1 | | | 60 | |
| Total Tickets | | 86 | 12 | 7 | 12 | 12 | 14 | 8 | 10 | 5 | 7 | 18 | 13 | 8 | 126 | |
| Percent Complete | | 98% | 83% | 100% | 92% | 58% | 86% | 38% | 60% | 40% | 14% | 6% | 0% | 0% | 48% | |
| Completed Tickets | | 2024 Q3 | 2024 Q4 | 2025 Q1 | 2025 Q2 | 2025 Q3 | 2025 Q4 | | | | | | | | | |
| Average # of Days to C | | 22 | 21 | 34 | 50 | 54 | 57 | | | | | | | | | |
| *Backlog was entered July 2024. All dates reflect tracking after July 2024. | | | | | | | | | | | | | | | | |
| *There was discrepancy that raised the number of curb tasks during Q4 artificially high. This has been resolved for Q1 numbers. | | | | | | | | | | | | | | | | |



Metering: The AMI water meter installation project is substantially complete with 62,730 meters installed. The remaining approximately 4,000 installs are impacted by a number of issues including vacant or abandoned properties, and the inability to locate or access the property where the existing meter is located. JXN Water is working with UMS to resolve these issues to either install a new meter or drop the account from the list to be installed.

Meter task data are shown below for 2025.

| Status | Meter Tasks Completed | | | | | | | | | | | | | 2025 | |
|-------------------------|-----------------------|-----|-----|-----|-----|-----|------|------|------|------|------|------|------|-------|--|
| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | 2025 | | |
| Planned | | | | | 6 | | 8 | 6 | 29 | 59 | 35 | 93 | 488 | 724 | |
| In Progress | | | | 1 | | 5 | | 2 | 8 | 8 | 24 | 62 | 44 | 154 | |
| Completed | | | | 40 | 902 | 803 | 1522 | 1579 | 1465 | 3604 | 2727 | 4267 | 2514 | 19423 | |
| Total Tickets | | | | 41 | 908 | 808 | 1530 | 1587 | 1502 | 3671 | 2786 | 4422 | 3046 | 20301 | |
| Percent Complete | | | | 98% | 99% | 99% | 99% | 99% | 98% | 98% | 98% | 96% | 83% | 96% | |

* Data from March 30 forward

| Ticket Type | Meter Tasks Created by Type | | | | | | | | | | | | | 2025 | |
|--------------------------------|-----------------------------|-----|-----|-----|-----|-----|------|------|------|------|------|------|------|-------|-----|
| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | 2025 | | |
| Meter Exchange Turn Off | | | | | 19 | 10 | 33 | 16 | 24 | 17 | 32 | 51 | 103 | 305 | |
| Meter Exchange Turn On | | | | 2 | 106 | 55 | 72 | 71 | 90 | 84 | 84 | 62 | 143 | 769 | |
| Meter Install | | | | 2 | 86 | 52 | 46 | 24 | 41 | 42 | 58 | 39 | 166 | 556 | |
| Meter Remove | | | | | 41 | 39 | 5 | 4 | 28 | 19 | 15 | 12 | 6 | 169 | |
| Meter Turn Off | | | | 18 | 213 | 187 | 664 | 255 | 222 | 316 | 257 | 191 | 412 | 2735 | |
| Meter Turn Off No Account | | | | | | | | | | | 6 | 309 | 367 | 198 | 880 |
| Meter Turn Off Non Payment | | | | 14 | 110 | 231 | 326 | 768 | 395 | 1799 | 811 | 2420 | 1098 | 7972 | |
| Meter Turn Off Temp Disconnect | | | | 2 | 17 | 28 | 23 | 10 | 32 | 15 | 26 | 17 | 18 | 188 | |
| Meter Turn On | | | | 3 | 165 | 155 | 212 | 227 | 419 | 352 | 502 | 495 | 449 | 2979 | |
| Meter Turn On Non Payment | | | | | 101 | 44 | 140 | 195 | 236 | 825 | 599 | 713 | 382 | 3235 | |
| Meter Turn On Sync | | | | | | | | | | | 20 | 69 | 25 | 49 | 163 |
| Grand Total | | | | 41 | 858 | 801 | 1521 | 1570 | 1487 | 3495 | 2762 | 4392 | 3024 | 19951 | |

* Data from March 30 forward

| Average # of Days to Close | | | | |
|--------------------------------|---------|---------|---------|--------------|
| Completed Tickets | 2025 Q2 | 2025 Q3 | 2025 Q4 | 2025 Average |
| Meter Exchange Turn Off | 39 | 6 | 2 | 15 |
| Meter Exchange Turn On | 27 | 6 | 5 | 13 |
| Meter Install | 23 | 12 | 8 | 14 |
| Meter Remove | 14 | 2 | 2 | 6 |
| Meter Turn Off | 30 | 7 | 13 | 16 |
| Meter Turn Off No Account | | 0 | 4 | 2 |
| Meter Turn Off Non Payment | 10 | 3 | 6 | 6 |
| Meter Turn Off Temp Disconnect | 3 | 0 | 2 | 2 |
| Meter Turn On | 3 | 1 | 1 | 2 |
| Meter Turn On Non Payment | 1 | 0 | 0 | 0 |
| Meter Turn On Sync | | 0 | 0 | 0 |

| Service Requests Completed | | | | | | | | | | | | | | 2025 | |
|----------------------------|-----|-----|-----|------|------|------|------|------|------|------|------|-----|------|------|--|
| Status | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | 2025 | | |
| Open | | | | | | | | | 1 | | 1 | 4 | 19 | 25 | |
| Closed | | | | 17 | 315 | 190 | 272 | 319 | 372 | 343 | 453 | 340 | 347 | 2968 | |
| Total Tickets | | | | 17 | 315 | 190 | 272 | 319 | 373 | 343 | 454 | 344 | 366 | 2993 | |
| Percent Complete | | | | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 99% | 95% | 99% | |

* Data from March 30 forward

| Service Requests Created by Type | | | | | | | | | | | | | | 2025 | |
|----------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|--|
| Request Type | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | 2025 | | |
| Meter Issue | | | 7 | 126 | 66 | 99 | 139 | 134 | 116 | 99 | 79 | 95 | 960 | | |
| Meter Leak | | | 8 | 131 | 82 | 109 | 103 | 125 | 132 | 188 | 151 | 166 | 1195 | | |
| Meter Low Pressure | | | 1 | 10 | 7 | 11 | 14 | 14 | 22 | 19 | 21 | 25 | 144 | | |
| Meter No Water | | | 1 | 30 | 28 | 44 | 50 | 88 | 58 | 140 | 85 | 72 | 596 | | |
| Grand Total | | | 17 | 297 | 183 | 263 | 306 | 361 | 328 | 446 | 336 | 358 | 2895 | | |

* Data from March 30 forward

Communications

Communications Report (Q4 2025: October–December)

1. Executive Summary

In Q4 2025, Communications executed a data-driven, multi-channel strategy focused on two outcomes: (1) external awareness and trust-building through paid media and coordinated messaging, and (2) customer experience support by strengthening frontline communication practices and expanding tools that help customers self-serve and proactively manage their accounts. This quarter's work aligned paid media reach, campaign mobilization, and customer-facing resources with internal customer service capacity-building to ensure customers not only received messaging but also had clear pathways to act on it.

Paid media delivery through WLBT/DLBT generated 621.9k impressions, reached an estimated 88.2k people, and achieved an average frequency of 3.2 at an efficient \$12.24 CPM, providing consistent repetition of core customer actions and resources across the Jackson market. December placement reporting also shows strong digital-video and streaming performance, including 75,001 pre-roll/livestream impressions with measurable engagement, and streaming completion rates near or at full completion (100% English streaming; 99.48% Spanish streaming), indicating the content was delivered in high-attention environments.

A major operational and customer-facing initiative this quarter was Stay Current, a coordinated multi-channel campaign supported by a web-facing hub. Stay Current increased customer access to information on how to manage accounts, report unbilled accounts, and use payment arrangement resources by centralizing guidance into a single destination and driving awareness through mass channels.

To ensure external messaging is aligned with customer experience, Communications also supported customer service capacity-building through expert-led training and the introduction of customer service KPIs. The result is a more measurable improvement framework and a clearer set of standards to support consistency, resolution, and accountability across customer-facing interactions.

2. Key Highlights

- Paid media (WLBT/DLBT) delivered 621.9k impressions, ~88.2k reach, and 3.2 average frequency at an efficient ~\$12.24 CPM (Q4 flight).
- December add-ons extended high-attention video/streaming delivery: 75,001 pre-roll/livestream impressions with measurable engagement, and streaming completion rates near full completion (English 100%; Spanish 99.48%).
- Stay Current campaign mobilized a multi-channel mix (newspaper, radio, TV, billboards) and directed customers to a centralized web hub with practical guidance for managing accounts and reporting unbilled accounts.

- Customer service communications capacity was strengthened through expert-led training and the introduction of KPIs to support measurable, quarter-over-quarter improvement beginning in Q1 2026.
- Owned resources (YouTube + web) expanded durable, on-demand customer guidance for preparedness, notices, payment tools, and account-management reminders.

3. Performance Metrics and Campaign Analytics

1. Paid Media Performance (Broadcast + Digital + Streaming)

Communications used paid media to drive broad awareness and repetition of customer actions and resources, including campaign messaging tied to account management and customer service needs.

3.1.1 1.1 Q4 Campaign Delivery Summary (WLBT + DLBT)

Flight delivery (Q4): 129 total spots for \$7,610, delivering 621.9k impressions, 88.2k reach, and 3.2 average frequency at a ~\$12.24 CPM.

Table 1. Q4 Campaign Delivery Summary (WLBT + DLBT)

| Metric | Total (WLBT + DLBT) |
|-------------------|---------------------|
| Spots | 129 |
| Spend | \$7,610 |
| Impressions (000) | 621.9 |
| Reach (000) | 88.2 |
| Avg. Frequency | 3.2 |
| CPM | \$12.24 |

Channel split (Q4): Broadcast carried the bulk of impressions/reach; digital added reinforcement at a comparable CPM.

Table 2. Q4 Channel Split (WLBT vs DLBT)

| Channel | Spots | Spend | Impressions (000) | Reach (000) | Freq | CPM |
|------------------|-------|---------|-------------------|-------------|------|---------|
| WLBT (Broadcast) | 31 | \$6,620 | 544.9 | 84.7 | 2.9 | \$12.15 |
| DLBT (Digital) | 98 | \$990 | 77.1 | 23.0 | 1.5 | \$12.85 |

3.1.2 1.2 December Snapshot: Video + Streaming Performance

December reporting shows broadcast continuity plus strong streaming completion performance.

Table 3. December 2025 Add-On Performance (Video + Streaming Snapshot)

| Placement | Impressions | Reach | Avg. Frequency | Completion Rate | Engagement |
|-------------------------------|-------------|---------|----------------|-----------------|---------------------------------|
| WLBT Broadcast (Dec) | 622,000 | 194,476 | 3.2 | N/A | N/A |
| Pre-roll & Livestream (Video) | 75,001 | N/A | N/A | 49.02% | 0.45% CTR (337 interactions) |
| Streaming TV (English) | 73,500 | N/A | 3.55 | 100.00% | N/A |
| Streaming TV (Spanish) | 54,608 | N/A | 12.93 | 99.48% | N/A |

Figure 3. December Completion Rates (Video + Streaming)

Interpretation: Streaming placements delivered near-full completions, indicating strong message retention in connected TV environments.

Audience delivery concentration (December): Streaming impressions were concentrated in Jackson-area ZIP codes (English top ZIP: 39206; Spanish top ZIP: 39212).

2. Stay Current Campaign (Multi-Channel + Website Hub)

3.1.3 2.1 Campaign Mobilization (What was executed)

In Q4, Communications mobilized Stay Current as a multi-channel public awareness campaign and anchored it with a web-facing Stay Current hub. The campaign used traditional and paid placements (newspaper, radio, TV, billboards) to direct customers to a single destination where they could access clear, practical guidance.

3.1.4 2.2 What the Stay Current Hub Delivered (Customer Access Outcomes)

The Stay Current hub increased customer access to account-management information by consolidating actionable resources in one place, including:

- How to keep a JXN Water account current
- Steps to report an unbilled account
- Payment arrangement information and account support resources

3.1.5 2.3 Why This Matters (Proof logic tied to Q4 data)

Paid media delivery in Q4 provided the **reach and repetition** required to drive awareness of Stay Current and associated self-service tools. The campaign's scale (621.9k impressions; 88.2k reach; 3.2 frequency) reflects broad exposure to account-management messaging and customer resources.

3. Customer Service Communications Training

3.1.6 3.1 What was done this quarter

Communications supported customer experience improvements by bringing in external expertise to facilitate training and establish performance expectations. The work resulted in:

- Structured training for customer-facing communication consistency

- Introduction of customer service KPIs to track improvement over time
- Documented next steps to standardize and sustain performance through tools, scripts, and microlearning

3.1.7 3.2 KPIs Established (Internal performance measurement now in place)

Training established KPIs to measure customer communication quality and drive quarter-over-quarter improvement beginning in Q1 2026:

- Escalation accuracy (right next step and resolution pathway communicated accurately)
- Case note quality (complete, clear documentation)
- Customer satisfaction (CSAT)
- Representative confidence and consistency (training feedback)

4. Owned Communications Resources (YouTube + Web)

3.1.8 4.1 Focus for Q4 (durable, searchable customer guidance)

This quarter, Communications expanded durable customer-facing resources so that **when customers are looking for answers, the answers exist**—in plain language and in formats that are easy to share.

3.1.9 4.2 Resource coverage (Q4 content areas)

Owned resources supported:

- Cold weather preparedness and frozen pipes guidance
- Boil water notice explainers
- Payment access tools (including kiosk awareness)
- Stay Current account-management reminders
- Visibility into JXN Water work and neighborhood repairs

These materials support self-service and reduce confusion by giving customers clear references they can access on demand.

4. Conclusion and Q1 2026 Priorities

Q4 communications strengthened JXN Water's customer-facing communications system in a measurable way. We paired scale and repetition through paid media with action-oriented customer tools, most notably the Stay Current multi-channel campaign supported by a centralized website hub that expanded customer access to clear account-management information. At the same time, we invested in internal capability by bringing in experts to support customer service communications training and introducing KPIs that give us a practical framework for improving consistency and resolution over time.

In Q1 2026, Communications will build on this foundation by focusing on execution discipline and tighter integration across channels. Priority next steps include:

- **Maintain campaign integration:** Align paid media, the Stay Current hub, customer-facing scripts, and owned resources so customers receive the same guidance across every touchpoint.
- **Expand and refresh self-service resources:** Continue building easy-to-find, plain-language resources tied to the most common customer needs (billing/account actions, preparedness, notices, payment tools).
- **Operationalize customer service KPIs:** Use the newly established KPIs to track progress, identify training needs, and reinforce consistency through periodic refreshers and standardized tools.
- **Improve measurement and reporting:** Evolve reporting into a repeatable quarterly dashboard that pairs **reach metrics** with **customer experience indicators** so leadership can see both scale and operational impact.

The goal for Q1 is simple: keep driving awareness at scale, while making it easier for customers to take the right action quickly and ensuring the customer experience reinforces the message.

4.1 Methodology and Data Sources

- Paid media metrics (impressions, reach, frequency, CPM) are from WLBT/DLBT post-buy reporting for October–December 2025, including the December video/streaming add-on snapshot.

- Engagement metrics for video (CTR, interactions, completion rate) reflect platform-reported performance for pre-roll/livestream and streaming TV placements.
- Owned-resource activity reflects content published and maintained on JXN Water channels to support self-service and customer education; view counts fluctuate over time and are not used as a primary success metric in this quarterly section.

Precautionary Boil Water Notices

There were no city-wide precautionary boil-water notices issued during the reporting period.

The continued accelerated efforts to find and fix legacy leaks in the system along with the long-overdue replacement of valves and hydrants and the occasional pipe break continue to require issuing many precautionary BWN each month. There were 112 issued during the quarter with an average of 42 connections impacted for 3.6 days each.

Precautionary Boil Water Notices

| No. | Boil Water Notice Date | Boil Water Notice Lift | Duration (Days) | Surface Water System | Well Water System | Area Impacted | Number of Connections |
|-----|------------------------|------------------------|-----------------|----------------------|-------------------|---|-----------------------|
| 1 | 10/2/2025 | 10/8/2025 | 6 | x | | (3311-3552) Edward's Ave | 37 |
| 2 | 10/2/2025 | 10/8/2025 | 6 | x | | (3310-4130) N Wabash St | 101 |
| 3 | 10/2/2025 | 10/8/2025 | 6 | x | | (2807-3181) Woodside Dr | 96 |
| 4 | 10/2/2025 | 10/8/2025 | 6 | x | | (2205-2384) US 80 Frontage Rd | 10 |
| 5 | 10/3/2025 | 10/8/2025 | 5 | | x | (44074570) Sandlewood Dr (4417-4454) Beechwood St (4506-4576) Will-O-Lake Dr (203-256) Lake Cove Dr (117-130) E Lake Circle (105-142) Aspen Cove (38-48) Cedar Pl | 95 |

| | | | | | | | |
|----|-----------|------------|---|---|---|--|----|
| 6 | 10/4/2025 | 10/8/2025 | 4 | x | | (1701-1835) Hillview Drive (1604-1851) Brecon Drive (4720-4740) Shadowood Drive | 70 |
| 7 | 10/5/2025 | 10/13/2025 | 8 | x | | (16-789) Harris Street (375-707) Monroe Street (106-925) Larson Street (500AB) Greymont Street (1200-1264) High Street (147-916) Foley Street (1500-1501) Moody Street (802-1313) Harding Street (1217-1323) Vine Street | 85 |
| 8 | 10/6/2025 | 10/9/2025 | 3 | | x | (111-138) Hickory Cove | 9 |
| 9 | 10/7/2025 | 10/9/2025 | 2 | | x | (5445-5465) Brookhollow Dr | 6 |
| 10 | 10/8/2025 | 10/13/2025 | 5 | | x | (2271-2277) Meagan Drive (3-11) Hunter Cover | 11 |
| 11 | 10/9/2025 | 10/14/2025 | 5 | x | | (121-559) Grandview Circle | 55 |
| 12 | 10/9/2025 | 10/14/2025 | 5 | | x | (1512-1559) Park Ave (1801-1899) Turtle Rd | 40 |
| 13 | 10/9/2025 | 10/14/2025 | 5 | x | | (1402-1750) Gibralter Dr | 55 |
| 14 | 10/9/2025 | 10/14/2025 | 5 | x | | (1102-1235) Lyncrest Ave | 30 |
| 15 | 10/9/2025 | 10/14/2025 | 5 | x | | (501-585) Vineland Dr | |
| 16 | 10/9/2025 | 10/14/2025 | 5 | x | | (702-840) Lindsey Dr | 32 |

| | | | | | | | | |
|----|------------|------------|---|---|---|---|--------|----|
| 17 | 10/10/2025 | 10/14/2025 | 4 | x | | (1500-6237) Northlake Cir (1532) Sherman Ave | (1500- | 35 |
| 18 | 10/10/2025 | 10/14/2025 | 4 | x | | (2250) Greenway Dr | 1 | |
| 19 | 10/13/2025 | 10/15/2025 | 2 | x | | (4611-5275) Terry Rd | 37 | |
| 20 | 10/13/2025 | 10/15/2025 | 2 | x | | (948-1084) Parkwood Pl | 27 | |
| 21 | 10/13/2025 | 10/16/2025 | 3 | | x | (1050-1920) Ford Road | 23 | |
| 22 | 10/14/2025 | 10/17/2025 | 3 | | x | (27-35) Castle Cove | 12 | |
| 23 | 10/14/2025 | 10/17/2025 | 3 | x | | (6103-6222) Brown Street (North Hills Apts) Brown Street (6100-6203) Grant Street | 30 | |
| 24 | 10/15/2025 | 10/20/2025 | 5 | x | | (3709-4641) I-55 S Frontage Rd | 25 | |
| 25 | 10/17/2025 | 10/22/2025 | 5 | x | | (3905-4230) Council Circle (3941-4099) Redwing Avenue | 60 | |
| 26 | 10/17/2025 | 10/22/2025 | 5 | | x | (207-223) Forest Dale Dr | 8 | |
| 27 | 10/17/2025 | 10/22/2025 | 5 | x | | (5407-5551) Mimosa Dr (5406-5558) Crepe Myrtle Dr (5431-5449) Crepe Myrtle Court (106-144) Barnes St | 57 | |
| 28 | 10/20/2025 | 10/22/2025 | 2 | x | | (4220-4544) Forest Park Drive | 39 | |
| 29 | 10/20/2025 | 10/22/2025 | 2 | x | | (102-368) Overlook Cir (6501-6672) Trace Dr | 50 | |

| | | | | | | | |
|----|------------|------------|---|---|--|--|-----|
| 30 | 10/22/2025 | 10/24/2025 | 2 | x | | (1017-1329 Central St (617-648) Magnolia St (735-777) Ewing St (622-646) Hughes St (520) Line St (1102-1152) Lewis St (836-902) Dalton St (1020-1089) Deer Park St (323-631) Rose St (1011-1027) Banks St | 105 |
| 31 | 10/22/2025 | 10/24/2025 | 2 | x | | (3406-3514) Shannon Dale Dr (1402-1509) Sleepy Hollow Dr (1309-1405) Canterbury Lane (1413-1476) Gouchester Dr (3407-3455) Dundee Ln (124-134) Brenda Dr (3465-3473) Warren St (108-135) Hampton Ct | 140 |
| 32 | 10/23/2025 | 10/27/2025 | 4 | x | | (1137-1539) Dansby St | 32 |
| 33 | 10/23/2025 | 10/27/2025 | 4 | x | | (3704-3843) Hollywood Ave (2826-2940) Kelly Ave | 15 |
| 34 | 10/23/2025 | 10/27/2025 | 4 | x | | 106-171) Highland Circle | 20 |
| 35 | 10/24/2025 | 10/28/2025 | 4 | x | | (5-12) Lakeland Circle | 6 |

| | | | | | | | |
|----|------------|------------|---|---|---|---|-----|
| 36 | 10/24/2025 | 10/28/2025 | 4 | x | (1405-1670) Westbrook Rd 271) Glenside Dr 131) Estates Ct Sun Dr Allstate Dr Parkway Dr Vista Dr (106-335) Southbrook Dr 5256) Romany Dr Radcliffe St St (1504-1745) Riverwood Dr 5486) Meadow Oaks Sunnyvale Dr (5110-5195) Shirlwood Dr Sandlewood Pl Imperial Dr | (108- (117- (210-345) (204-385) (5052-5275) (203-355) Valley (106-335) Melrose Dr (5010- (1405-1436) (1415-1436) Amherst (1406-1426) Argyle St (5005- (5005-5265) (5123-5195) N Hill Dr (1616) (117-143) | 580 |
| 37 | 10/27/2025 | 10/29/2025 | 4 | x | (903-942) Mountain Crest Dr | | 31 |
| 38 | 10/27/2025 | 10/29/2025 | 2 | x | (5205-5264) Cloverdale Dr Brookview Dr Brookleigh Dr Rivermont Dr Linglewood Dr Blackmon Rd | (5211-5252) (5206-5258) (5106-5135) (204-222) (107-190) (144-150) Foxwood Cv | 121 |
| 39 | 10/28/2025 | 10/30/2025 | 2 | x | (507-671) Woodward Ave | | 45 |
| 40 | 10/28/2025 | 10/30/2025 | 2 | x | (3905-4348) Council Circle | | 40 |

| | | | | | | | |
|----|------------|------------|---|---|---|--------------------------------------|----|
| 41 | 10/29/2025 | 10/31/2025 | 2 | x | (602-638) W Hillsdale Dr 520) E Hillsdale Dr 110) Club Ct (103-110) Fair Ct (103-109) Gay Ct Elcrest St | (103- (103- (103- (103-113) | 86 |
| 42 | 10/29/2025 | 10/31/2025 | 2 | x | (2905-3035) Brown St | 22 | |
| 43 | 10/30/2025 | 11/3/2025 | 3 | x | (4519-4551) Manila Dr | 10 | |
| 44 | 10/31/2025 | 11/4/2025 | 4 | x | (100-150) E Monument St (911-960) Blair St Bloom St (918-927) (117-127) Bow St | 25 | |
| 45 | 11/1/2025 | 11/4/2025 | 3 | x | (250) Outer Circle (190-325) Gymnasium Drive (3770-3880) Bullard Street | 10 | |
| 46 | 11/3/2025 | 11/5/2025 | 2 | | x (1401-1475) Marwood Rd | 22 | |
| 47 | 11/3/2025 | 11/6/2025 | 3 | x | (319-704) Queen Julianna Lane | 62 | |
| 48 | 11/3/2025 | 11/6/2025 | 3 | x | (701-743) Woodacre Rd (6202-6244) Whitestone Rd | 28 | |
| 49 | 11/4/2025 | 11/7/2025 | 3 | x | (5201-5273) Sycamore Dr | 25 | |
| 50 | 11/5/2025 | 11/7/2025 | 2 | x | (1205-1372) Winterview Drive (5708-5849) Medallion Drive (5809-5833) Fallview Drive (5701-5829) Pepper Ridge Road (1131-1476) Springdale Drive (1209-1358) Deerfield Lane (5723-5812) Concord Drive (1207-1262) Summer Lane (1202-1294) Plantation Blvd | 251 | |

| | | | | | | | |
|----|------------|------------|---|---|---|--|-----|
| 51 | 11/6/2025 | 11/10/2025 | 4 | x | | (501-642) Patton Ave | 17 |
| 52 | 11/6/2025 | 11/10/2025 | 4 | x | | (3905-4348) Council Circle | 40 |
| 53 | 11/8/2025 | 11/14/2025 | 6 | x | | (1701-1835) Hillview Drive (1604-1851) Brecon Drive (1602-1741) Winchester Street (4720-4740) Shadowood Drive | 110 |
| 54 | 11/10/2025 | 11/14/2025 | 4 | x | | (205-295) Highland Place Dr | 18 |
| 55 | 11/11/2025 | | | x | | (4740-4791) Old Poplar Rd (106-262) Baybury Ln | 47 |
| 56 | 11/12/2025 | 11/14/2025 | 2 | | x | (200-288) Turtle Creek Dr | 26 |
| 57 | 11/12/2025 | 11/14/2025 | 2 | x | | (1808-1848) Kenmore Dr | 9 |
| 58 | 11/12/2025 | 11/14/2025 | 2 | x | | (5201-5273) Andover Dr (215-216) Quincy St | 22 |
| 59 | 11/12/2025 | 11/14/2025 | 2 | x | | (1312-1538) Deer Park St | 22 |
| 60 | 11/13/2025 | 11/18/2025 | 5 | x | | (4220-4354) Forest Park Dr | 22 |
| 61 | 11/16/2025 | 11/20/2025 | 4 | x | | (4409-4479) Hickory Ridge Road | 18 |
| 62 | 11/17/2025 | 11/21/2025 | 4 | x | | (203-244) Fox Meadows Rd | 15 |
| 63 | 11/17/2025 | 11/19/2025 | 2 | x | | (419-438) Hand Street | 5 |

| | | | | | | | |
|----|------------|------------|---|---|---|--|----|
| 64 | 11/17/205 | 11/19/2025 | 2 | x | | (115-145) W. Sedgwick Court | 8 |
| 65 | 11/18/2025 | 11/21/2025 | 3 | x | | (1315-1336) Olive St | 8 |
| 66 | 11/19/2025 | 11/21/2025 | 2 | x | | (100-110) Clay St | 3 |
| 67 | 11/20/2025 | 11/24/2025 | 4 | x | | (2306-2386) Castle Hill Dr | 24 |
| 68 | 11/24/2025 | 11/26/2025 | 2 | x | | (3905-4348) Council Circle | 40 |
| 69 | 11/24/2025 | 11/26/2025 | 2 | | x | (4205-4253) Will O Wood Blvd | 12 |
| 70 | 11/25/2025 | 12/3/2025 | 8 | x | | (1912-2138) East Drive (131-135) Mockingbird Lane (1904-2046) Willow Way (304-308) Alta Woods Blvd | 67 |
| 71 | 11/25/2025 | 12/3/2025 | 8 | x | | (515-675) Rich Drive | 28 |
| 72 | 11/25/2025 | 12/3/2025 | 8 | x | | (103-258) Valley Ridge Dr (101-128) Berryhill Pl (105-130) Rock Glen Pl | 52 |
| 73 | 11/26/2025 | 12/3/2025 | 7 | x | | (4001-4094) Venus Ave | 20 |

| | | | | | | | | |
|----|-----------|------------|---|---|---|---|---|-----|
| 74 | 12/1/2025 | 12/3/2025 | 2 | | x | (4506-4576) Will O Lake Dr (4407-4570) Saddlewood Dr (4400-4454) Beechwood St [11-48] Cedar Pl [105-142] Aspen Cove [61-69] Woodgrove Circle [203-256] Lake Cove Dr [117-130] East Lake Circle | 98 | |
| 75 | 12/2/2025 | 12/4/2025 | 2 | x | | (960-2239) N Flag Chapel Rd (4430-4498) W Northside Dr | 12 | |
| 76 | 12/2/2025 | 12/4/2025 | 2 | x | | (1821-1848) Avenue G | 6 | |
| 77 | 12/2/2025 | 12/4/2025 | 2 | x | | (100-295) Stokes Robertson Rd (3929-3944) Ilano Dr | 45 | |
| 78 | 12/3/2025 | 12/5/2025 | 2 | x | | (3401-3605) Rainey Rd (3550-3567) Clayton Pl Valley Falls Rd Valley Falls Rd Circle | (900-1007) N (214-977) S (104-156) Glenstone (215-232) 1 Park Pl | 94 |
| 79 | 12/3/2025 | 12/10/2025 | 7 | | x | (2975-4782) Kimbell Rd 1546) Speaks Rd Flowers Rd Flowers Rd Ford Rd Jackson Rd Rd | (1100-1205-1242) E (1505-1522) W (1521-1833) (3264-3600) Old (1085-1367) Walker (7005-7175) Parsons Rd | 153 |
| 80 | 12/5/2025 | 12/9/2025 | 4 | x | | (608-745) Chickasaw Ave | 23 | |
| 81 | 12/6/2025 | 12/10/2025 | 4 | x | | (809-932) Avondale Street Old Canton Road (3625-3708) Hawthorn Drive | (3691-3711) (3750-3806) Kings Hwy | 20 |

| | | | | | | | |
|----|------------|------------|---|---|---|--|----|
| 82 | 12/8/2025 | 12/11/2025 | 3 | x | | (603-2400) Brandon Ave | 62 |
| 83 | 12/8/2025 | 12/10/2025 | 2 | x | | (704-792) Robinhood Rd | 25 |
| 84 | 12/8/2025 | 12/10/2025 | 2 | x | | (101-361) Lake of Pines Drive | 52 |
| 85 | 12/9/2025 | 12/11/2025 | 2 | x | | (4202-4223) Oakmont Dr | 15 |
| 86 | 12/9/2025 | 12/11/2025 | 2 | x | | (1709-1796) Hamilton Blvd (6213-6526) Richwood Dr (1723-1887) Northwood Circle | 48 |
| 87 | 12/9/2025 | 12/11/2025 | 2 | x | | (2203-2217) Content St | 4 |
| 88 | 12/10/2025 | 12/12/2025 | 2 | x | | (1303-1431) Collier Ave | 35 |
| 89 | 12/10/2025 | 12/12/2025 | 2 | x | | (405-450) Conner Ave (420-440) Senneth Street (3068-3095) LaSalle Street | 20 |
| 90 | 12/11/2025 | 12/15/2025 | 4 | x | | (800-846) Belhaven Street | 8 |
| 91 | 12/11/2025 | 12/15/2025 | 4 | x | | (1410-1577) Vernon Circle | 29 |
| 92 | 12/11/2025 | 12/15/2025 | 4 | x | | (4505-4547) Eastwood Road | 15 |
| 93 | 12/14/2025 | 12/17/2025 | 3 | x | | (1300-1463) Meadowbrook Road (100-107) Autumn Ridge Drive | 13 |
| 94 | 12/15/2025 | 12/17/2025 | 2 | | x | (601-608) White Dove Cove | 8 |

| | | | | | | | |
|-----|------------|------------|---|---|--|---|----|
| 95 | 12/15/2025 | 12/17/2025 | 2 | x | | (301-475) Heritage Pl | 46 |
| 96 | 12/15/2025 | 12/17/2025 | 2 | x | | (929-1054) Wynwood Dr (2759-2949) Duane St | 30 |
| 97 | 12/16/2025 | 12/19/2025 | 3 | x | | (106-190) E Amite St | 8 |
| 98 | 12/17/2025 | 12/19/2025 | 2 | x | | (3106-3108) Pocahontas Ave | 2 |
| 99 | 12/18/2025 | 12/22/2025 | 4 | x | | (205-245) Kilmaine Ct | 8 |
| 100 | 12/19/2025 | 12/23/2025 | 4 | x | | (700-980) N State St | 40 |
| 101 | 12/19/2025 | 12/24/2025 | 5 | x | | (4140-4172) Crestview Place | 8 |
| 102 | 12/20/2025 | 12/23/2025 | 3 | x | | (2211-2252) Sloane Street | 10 |
| 103 | 12/21/2025 | 12/23/2025 | 2 | x | | (710-796) Lorraine Street | 23 |
| 104 | 12/22/2025 | 12/24/2025 | 2 | x | | (1-11) Northpointe Cove | 11 |
| 105 | 12/22/2025 | 12/30/2025 | 8 | x | | (5406-5477) Old Byram Rd | 17 |
| 106 | 12/22/2025 | 12/24/2025 | 3 | x | | (704-795) Robinhood Rd | 25 |
| 107 | 12/24/2025 | 12/30/2025 | 6 | x | | (1605-1713) Morson Rd | 17 |
| 108 | 12/24/2025 | 12/30/2025 | 6 | x | | (5905-6220) Whiteston Road (5953-5965) Whitestone Ct | 72 |

| | | | | | | | |
|-----|------------|------------|---|---|---|---|----|
| 109 | 12/29/2025 | 12/31/2025 | 2 | x | | (121-559) N. Grandview Circle (2826-2839) Milton Drive (2826-2839) Donaldson Drive (2820-2882) Terry Road | 68 |
| 110 | 12/30/2025 | | | x | | (101-124) Scottdale Dr | 23 |
| 111 | 12/30/2025 | | | x | | (3502-3568) Hines St | 30 |
| 112 | 12/30/2025 | | | | x | (111-151) Statford Dr | 13 |

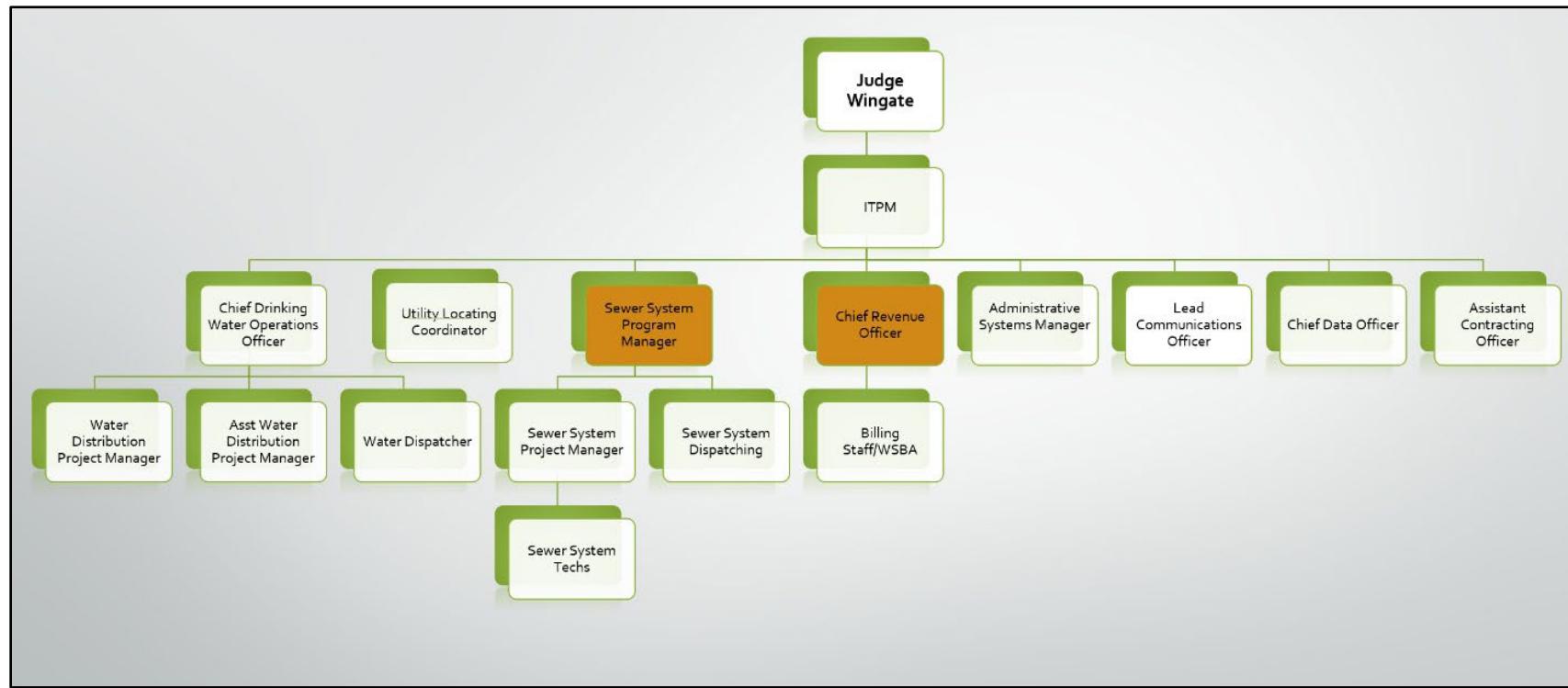
SUMMARY OF DELAYS ENCOUNTERED OR ANTICIPATED

The only potential delay identified during the reporting period is the on-going delay with the rate increase approval. Continued delays threaten JXN Water's ability to meet financial obligations.

JXN Water Staff and Contract Support

The organizational chart for the ITPM and JXN Water is shown on the chart below. The two orange blocks represent contract employees performing staff functions.

ITPM and JXN Water Organization Chart



Contractual Support for ITPM

With additional experience, the roles of various contractors have been evaluated and modified from the original grant workplan. At this time these are the contractors supporting the ITPM:

Legal Services – Regulatory and General Counsel – AquaLaw (Paul Calamita) has been engaged with the local support of Forman Watkins (Malissa Wilson). Mr. Calamita has over 30 years of experience representing public drinking water and sewer utilities nationwide. Ms. Wilson is a Partner at Forman Watkins and her team is able to provide a wide range of necessary support with extensive experience with Mississippi clients.

Accounting – Kim Hardy, CPA with Matthews, Cutrer, and Lindsay has been retained. Horne has been retained to assist with compliance monitoring.

Financial Advisor – PFM (Ricardo Callender) has been retained to provide financial advisory services. There may be additional support necessary under this item related to the debt retirement.

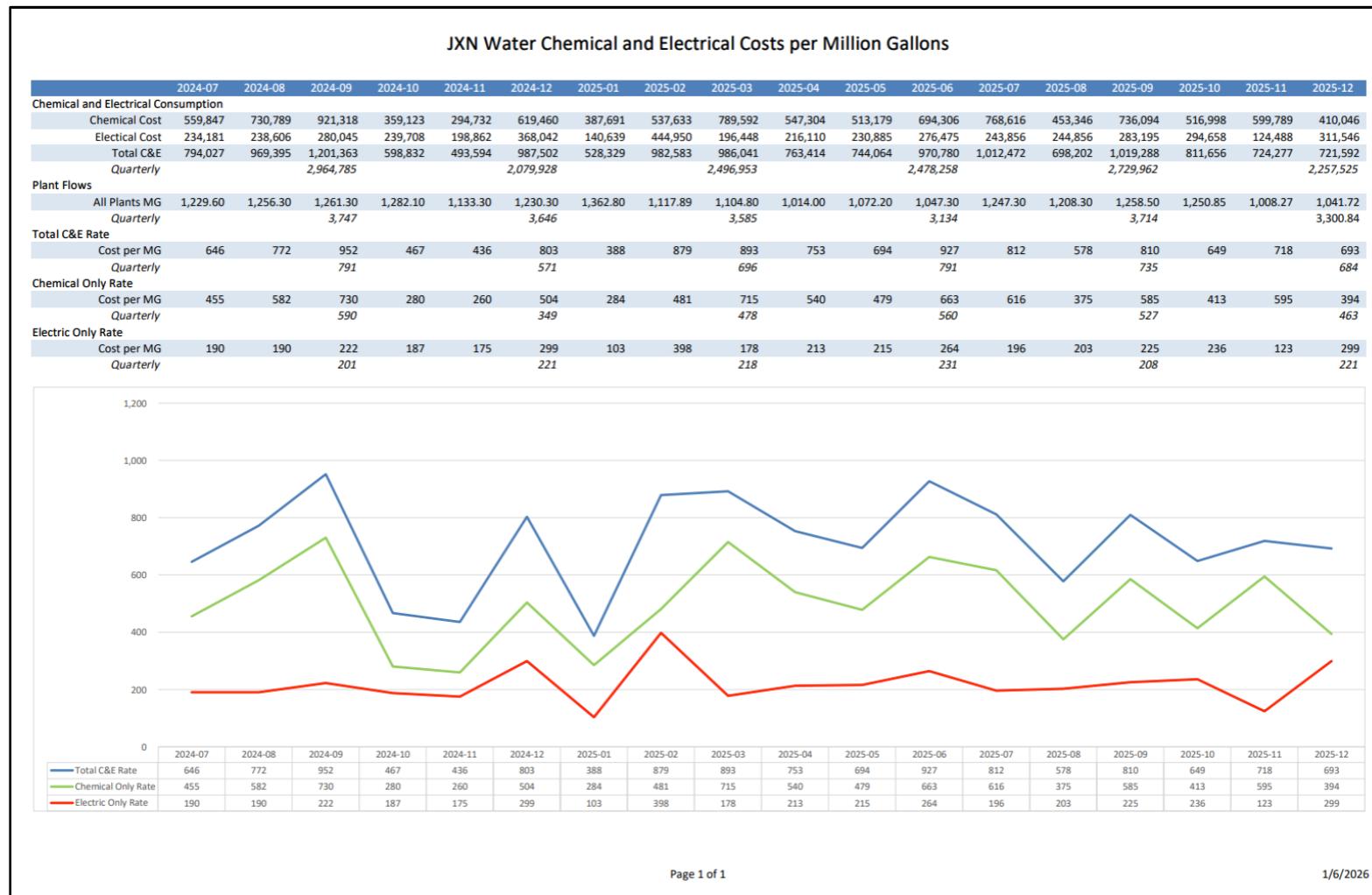
Billing Support – Horne has been retained to assist with updating the customer account data in addition to the compliance support they are providing. BOSS has been managing the Oracle billing system and implementing the meter-to-cash solution.

Communications Support – HDR has been retained to support the JXN Water communications effort. This broad tasking includes, copywriting, copy editing, graphic design, social media management, website design and development, and public relations services.

Water Production (into Distribution System) in million gallons per day

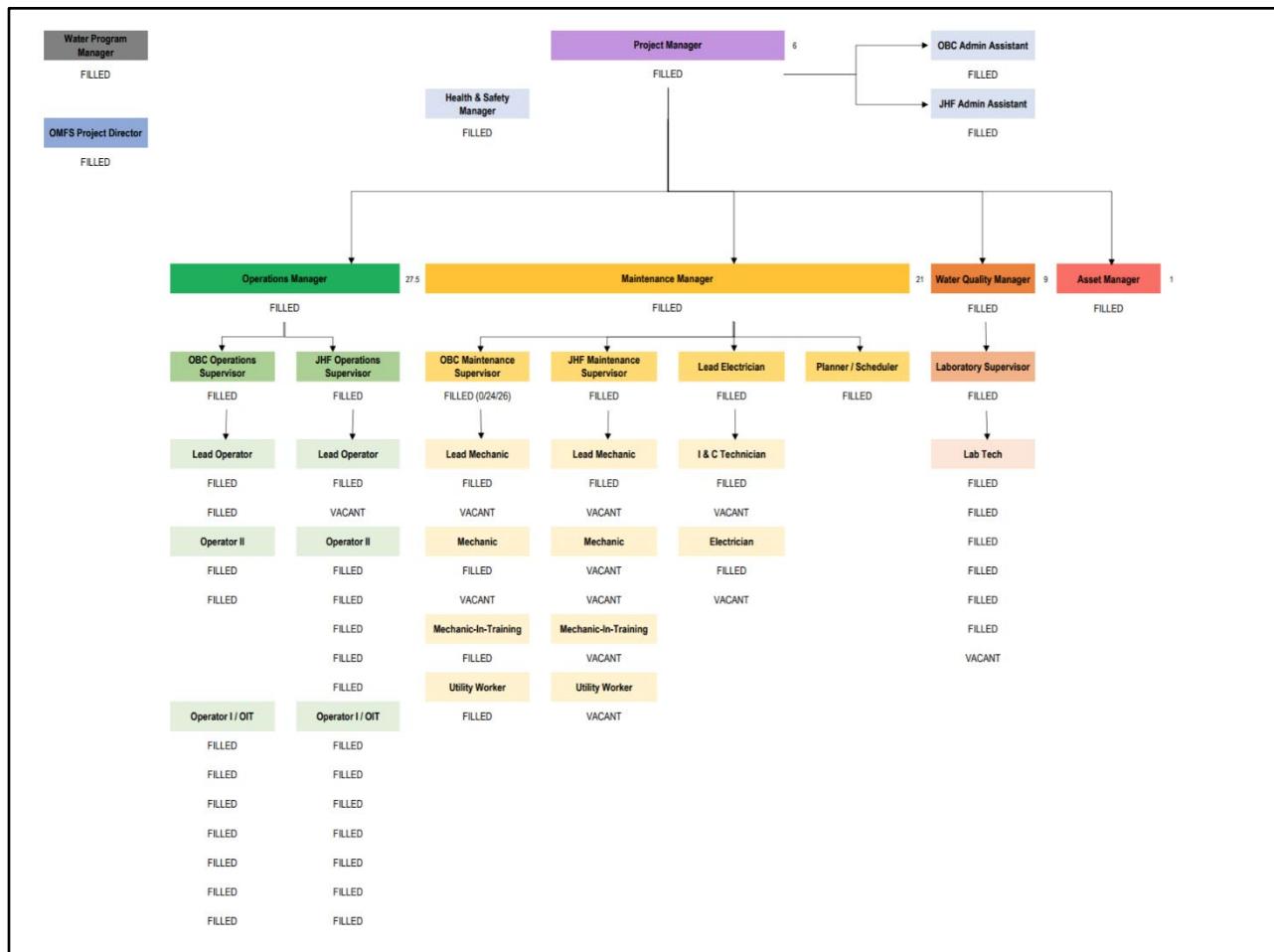
| Plant | Q4 Avg | Q3 Avg | Q2 Avg | Q1 Avg 2025 | Q4 Avg | Q3 Avg | Q2 Avg | Q1 Avg 2024 | Q4 Avg | Q3 Avg | Q2 Avg | Q1 Avg 2023 |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| OBC Conventional | 5.4 | 5.1 | 7.6 | 8.8 | 10.9 | 11.4 | 9.5 | 13.6 | 17.6 | 16.1 | 13.3 | 15.1 |
| OBC Membrane | 14.5 | 13 | 14.6 | 17.1 | 16 | 17.1 | 16.8 | 18.2 | 19.1 | 21.7 | 22.4 | 21.8 |
| JH Fewell | 16 | 22.3 | 12.2 | 14 | 12.7 | 12.2 | 12.1 | 16.6 | 19.3 | 15.9 | 11.5 | 13.4 |
| Total | 35.9 | 40.4 | 34.4 | 39.9 | 39.6 | 40.7 | 38.4 | 48.5 | 55.9 | 53.7 | 47.2 | 50.2 |

Chemical and Electrical Costs



O&M Contract Staffing Plan and Progress

Jacobs has continued to recruit to fill all positions in their staffing plan. The plan calls for a long-term total of approximately 66 people. Eighteen full-time and one part-time position have been filled with former City of Jackson employees. As of September 30, 2025, 53 positions are filled.



Modifications to the Priority Project List or Schedule

Priority Project 10, Intake Structure Repairs is complete. A technical memo documenting the completion of this project will be submitted to EPA in February 2026.

Project Status Updates

| PPL | Description | Status Change QE Dec 31, 2025 | Task Order(s) Quarter Ending December 31, 2025 | Summary of Work Quarter Ending December 31, 2025 | | Summary of Delays Encountered | Projection of Work Quarter Ending March 31, 2026 |
|-------|--|----------------------------------|---|---|--|-------------------------------|---|
| 1 | O&M Contract | In Progress | Phase 3 OMM Contract for Water and Sewer O&M as well as Program Management Services, year 2 of 10 | Jacobs | | | Continue to coordinate operations with ongoing construction project sequencing. |
| 2 | Winterization | Complete | OBC Winterization Project – Construction Contract | Hemphill | | | 1. |
| 3 | Corrosion Control - JHF CO ₂ Chemical Feed Equipment Project Construction | Complete | JHF CO ₂ Chemical Feed Equipment Project Construction | Hemphill | | | |
| 3 | Corrosion Control – OBC Liquid Lime | In Progress | Corrosion Control – OBC Liquid Lime Modification and Redesign at OBC – (Task Order #7) OB Curtis WTP Conventional Filters Rehabilitation Contract | Jacobs Hemphill | Corrosion Control – OBC Liquid Lime <ul style="list-style-type: none"> Chemical pipe trenches installation started. Disinfected and restored flow through Clearwell 1 Stainless steel piping installation at HSPS #2 started Electrical rough-in for HSPS #1 and #2 completed | None | Corrosion Control – OBC Liquid Lime <ul style="list-style-type: none"> Prepare and coordinate for shutdown to begin Clearwell 2 cleaning and installation of corrosion control equipment. Remove soil from top of Clearwell 2 access points to prepare for installation of new hatches Continue installation of corrosion control equipment Begin electrical work for CO₂ equipment Begin work at Raw Water Pump Station (static mixer, liquid lime injection piping, etc) |
| 5a | Distribution Plan for EPA Review and Approval | Completed | N/A – Plan included in already existing Task Orders for distribution work | Stantec / Jacobs | | | |
| 5ai.1 | Hydraulic Model System Analysis | In Progress | Development of data analysis, hydraulic modelling, and alternative analysis. | Stantec | Continued performing model analyses as requested by JXN Water, Jacobs, or the Stantec design team. | 5ai.1 | Hydraulic Model System Analysis |

| | | | | | | | |
|--------|---|-------------|---|-----------------------|---|---|--|
| 5ai.2 | Master Plan | In Progress | Development of a Water Masterplan | Stantec / Jacobs | Presented a draft CIP at in-person workshop. | 5ai.2 | Master Plan |
| 5ai.3 | Water Loss Investigations Pilot Studies | In Progress | | Stantec | <p>The leak detection program was very active this period, - to date, the field crews have created and closed out 107 repair requests across the system.</p> <ul style="list-style-type: none"> • 22 water main leaks (2" to 8") • 26 service line leaks • 35 meter connection leaks • 4 hydrant leaks • 20 further investigations <p>Development of a door hanger to notify customers when a leak is found on their service line is ongoing. Seba KMT is completing their second pro bono pilot project and will wrap up the project in January 2026.</p> | None | <p>Review Seba KMT pilot project completes, and the team will develop lessons learned.</p> <p>Looking at subsequent approaches to utilizing data loggers and data analysis for water mains, particularly large diameter and those where repeated leaks have occurred to be used for the proposed 2026 leak detection program.</p> <p>Continue data mining and subsequent field validation of Kamstrup meter data for service line and meter leaks.</p> |
| 5.aii | Valve and Hydrant Assessment | In Progress | On-Call Services Proposal | Xylem/Wachs | <p>Completed the following repairs and field activities:</p> <ul style="list-style-type: none"> • Valves fully exercised: 337 (8,397 Cumulative) • Op nut repairs: 8 (82 cumulative) • Uncovered: 131(1,980 cumulative) • Frozen repaired: 3 (14 cumulative) • Position changed: 42 (955 cumulative) • Hydrants: 1,288 (5,629 cumulative) • Leak Loggers Installed: 0 (23 cumulative) • Hydrant Painting: 454 (1,251 cumulative) | <p>3.8 Days were delayed due to Equipment Issues</p> <p>7.1 Days were delayed due to unplanned PTO or call out of work</p> <p>7.9 Days were delayed due to inclement weather</p> <p>27.7 days were delayed due to Truck issues</p> <p>4.0 days were delayed due to mandatory training</p> | <p>Continue inspecting Hydrants in N. Jackson</p> <p>Continue the Hydrant Painting in South Jackson</p> <p>Continue searching for Cannot Locate Valves in S. Jackson</p> |
| 5aii.1 | Altitude Valve Assessment | In Progress | Assessment of altitude valves within the distribution system | Stantec | No action during this period. | None | No action is planned for this period. |
| 5aii.3 | Valve Repair and Replacement | In Progress | Replacement of inoperable valves | Stantec / Wachs Water | Stantec worked with the condition assessment team (Wachs) to identify replacements. | Condition assessment completion. | Continue non-emergency valve replacements. |
| 5aii.4 | Hydrant Replacements | In Progress | Replacement of inoperable fire hydrants | Stantec / Wachs Water | <p>Stantec worked with the condition assessment team (Wachs) to identify replacements.</p> <p>Non-operational hydrants have been replaced as emergency projects as needed.</p> | Condition assessment completion. | Anticipate non-emergency hydrant replacements |
| 5aii.5 | Water Taps | In Progress | Provide administrative support and construction management for new water taps as directed by JXN Water staff. | Stantec | <p>Details of the completed / ongoing activities:</p> <ul style="list-style-type: none"> • New water tap requests – 20. • New sewer tap requests – 0. • New water meter downsize requests – 13 • Water tap installations in progress. - 133 | None | The administration services and construction management are ongoing as new applications for water taps are received. |

| | | | | | | | |
|---------|--|-------------|--|---------------------|--|------|---|
| | | | | | • Total meter downsize in progress - 69 | | |
| 5a.ii.1 | Development of Comprehensive GIS Map to support Hydraulic Modelling / Other Activities | Completed | | Stantec | | | |
| 5a.ii.2 | GIS Field Data collection and mapping services | Completed | Technical management of GIS field data collection | Stantec / JXN Water | | | |
| 5a.ii.3 | GIS Data Integration | In Progress | Support data integration to the GIS utility network (UN) database from ongoing and completed activities that create new spatial data or have asset locations that are captured in the GIS. | Stantec | Moved Wachs data integration to this task. Ongoing work as their data is received. UN topology clean up and QA/QC is completed – will be delivered with UN migration in TO5 Support data migration to JXN Water Enterprise database. | None | Support sewer data migration to an enterprise geodatabase and utility network model. Ongoing improvements to the utility network to improve traceability. Work with JXN Water to optimize ongoing enterprise data transition. |
| 5.a.iv | Distribution System Leaks – Find and Fix | In Progress | Management of Leak Detection and Repair Program | IMS | Performed PM Field Related Activities. Provided Weekly Summary Update of program progress. Provided Quarterly Update of Program progress. | None | Continue real-time leak detection identification. Continue PM Field Related Activities. |
| 5a.iv.1 | Water Distribution – Asset Information | Completed | Development of Asset Management system to support operations activities. | Stantec | | | |
| 5a.iv.2 | Water Distribution – Cartegraph – Post Go Live Support | In Progress | Information and Asset Management Addendum 02 | Stantec | Continuing to enhance data collection features in Cartegraph. Begin migration from ArcGIS Online (AGO) to JXN Water environment on ArcGIS Enterprise (AGE). | None | Enhance data collection features in Cartegraph for water, and water meter work orders between all contracted entities and JXN Water. Complete GIS water integration to AGE. |
| 5a.iv.3 | Sewer Collection Asset Information | In Progress | Information and Asset Management Addendum 01 | Stantec | Continuing to enhance data collection features in Cartegraph. Begin migration from ArcGIS Online (AGO) to JXN Water environment on ArcGIS Enterprise (AGE). | None | Enhance data collection features in Cartegraph for sewer work orders between all contracted entities and JXN Water. Complete GIS Sewer integration to AGE. |
| 5a.v.1 | Management of Leak Detection and Repair Program | In Progress | Provide initial triage and inspection services for day-to-day water maintenance and repair of water system leaks. | Stantec | Stantec provided initial triage (investigation) of new water leaks and provides inspection services associated with the repair of water system leaks. | None | Continue to provide triage and inspection services as requested. |
| 5.a.v.2 | Management of Identification and Repair | In Progress | Large diameter pipe replacement design and specification development. | Stantec | 48-inch main break on former Colonial Country Club – Complete 48-inch ARV leak on East Beasley Road – Complete | | |

| | | | | | |
|-----------------------------|--|--|---|--|---|
| of Major Water System Leaks | | | <p>30-inch main break crossing Town Creek at Fortification and Prentiss Streets - Complete</p> <p>20-inch break on railroad easement south of Fortification Street – Complete</p> <p>Pipe and Valve Replacement @ Intersection of Prentiss and Fortification - Complete</p> <p>Northside Dr 24-inch Valve Replacement and Chastain Dr. Valve Replacements - Complete</p> <p>20-inch Pipe Replacement Emergency (Fortification – Palmyra to Prentiss) - Complete</p> | | |
| | | | <p>30-inch Pipe Replacement Design (Fortification – Prentiss to I-220)</p> <p>Stantec is nearly 100% complete with design to replace pipeline. Temporary and permanent construction easements are obtained.</p> | <p>Additional Railroad permitting efforts not originally anticipated. These include additional drawings, report, and calculations for settlement analysis. Will also require onsite personnel during construction.</p> | <p>Project design completion is anticipated by Q4 2026. Develop and submit addendum for additional scope associated with the railroad crossings. Update plans, reports and calculations and submit to railroad to obtain permits. Project procurement to be completed after permits have been obtained.</p> |
| | | | <p>30-inch Pipe Design (Gallatin & McDowell)</p> <p>Project was split into Project 1A and 1B to advance construction due to poor condition of existing 12" WM.</p> <p>Project 1A will encompass the segment along McDowell Road and extend north along Gallatin up to the MDOT I-55/I-20 interchange. Railroad Crossing removed.</p> <p>Project 1B will include the trenchless crossing within MDOT Right-of-Way, crossing Lynch Creek and continuing north until South West Street.</p> <p>MDOT will not allow open cut in right-of-way (R/W) so it will require trenchless installation.</p> <p>Developed Addendum for project split and trenchless in MDOT R/W which has been approved. Addendum also included Terracon providing additional geotechnical borings.</p> <p>All easements have been obtained.</p> | <p>Additional geotechnical data is required. Design change in MDOT R/W from open cut to trenchless.</p> <p>MSDH and SRF review and approval.</p> | <p>Project 1A design completion is anticipated by Q2 2026.</p> <p>Project 1B anticipated to be completed in Q3 2026.</p> <p>Project procurement to be completed after permits through MSDH and SRF have been obtained.</p> |
| | | | <p>20-inch Pipe Design (Siwell Rd - McClure St to Terry Rd)</p> <p>Project is on hold pending completion and acceptance of assessment report.</p> | | <p>Condition assessment report delivered to JXN Water and is anticipated to be finalized in Q1 2026.</p> |

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| | | | | | Condition assessment completed and Stantec provided comments to subcontractor. | | |
| | | | | | <p>30-inch Pipe Design (West St and Rankin Rd) Draft Plans and Contract documents at 75%. Cathodic protection (CP) studies are required to determine the risk of alternating current (AC) interference in cathodic protection design. Field work is completed. CP design is ongoing. Information from Entergy completed and AC study is being finalized.</p> <p>Easement has been obtained.</p> <p>Addendum developed to include a new 12" water distribution line and modeling to confirm size.</p> | Addition of new 12" WM and modeling to confirm size. MSDH and SRF review and approval. | AC Study to be completed in Q1 2026. Complete design and specifications for public bidding and procure a contractor. Anticipate design completion by Q4 2026 |
| | | | | | <p>Merit Hospital Fire Line Connection Pipeline Design (Project No. 2309) Plans and Contract documents at 100%</p> | Easement work ongoing for easement through Hospital property. Hospital administration questions whether existing WM being tied into exists. Requires additional field investigation to confirm. MSDH and SRF review and approval. | Anticipate design completion for public bid by Q3 2026. |
| | | | | | <p>MMC Yard Pipeline Connection Pipeline Design (Project No. 2401) - Draft plans and contract documents at 100%. Sent to MSDH for review and approval.</p> | None | Anticipate design completion for public bid by Q3 2026. |
| 5av.3 | Sample Tap / Station Replacements | Construction of Original Contract is Complete | Replacement of existing sampling stations | Stantec | Sample tap installation has completed. Updating the GIS system with current data then the project will be closed. | None | Project completion and closeout. |
| 5avi.1 | Develop Standard Details & Specifications for 2-Inch Water Main Replacement Pilot Project | Completed | | Stantec | | | |
| 5avi.2 | Small Diameter Replacements | In Progress | Replacement of small diameter pipelines with 6 and 8-inch diameter pipelines | Stantec | <p>Choctaw Village Water & Sewer Replacement Design (Project No. 2310) 100% Design and project procurement completed. NTP to contractor on 12/1/25.</p> <p>Broadmoor Area Water & Sewer Replacement Design (Project No. 2311)</p> | None | Project continues construction with a 200-calendar day schedule. |
| | | | | | | | Send to MSDH for approval. Be ready to advertise end of Q3 |

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| | | | | | Plans approved by JXN Water, design 95% complete. Brown Street Water & Sewer Replacement Design (Project No. 2312) Plans approved by JXN Water, design 95% complete. East Oak Forest/Emerald Hills/Emerald Acres Water & Sewer Replacement Design (Project No. 2322) Stantec began designing. Survey completed end of 2025. Oakdale Water & Sewer Replacement Design (Project No. 2323) Stantec is under contract for design work. Potholing completed to confirm line size and location. Utility research is ongoing. Westside Park Water & Sewer Replacement Design (Project No. 2327) Stantec is under contract for design work. Potholing completed to confirm line size and location. Utility research is ongoing. The survey needs to be completed. Surface Restoration Projects Water & Sewer Replacement Design (Project No. 2328) Stantec is under contract for design work. Potholing completed to confirm line size and location. Design has started. Survey completed. Briarwood Water & Sewer Replacement Design (Project No. 2329) Stantec is under contract for design work. Potholing completed to confirm line size and location. Utility research is ongoing. Survey needs to be completed. Canton Heights Road & North Colony Water & Sewer Replacement Design (Project No. 2330) Stantec is under contract for design work. Potholing completed to confirm line size and location. Utility research is ongoing. Survey needs to be completed. | | |
| Savii.1 | Lead Service Line Inventory | In Progress | Management and field services in detecting and inventorying lead service lines. | Stantec / Ace Pipe Cleaning / BlueConduit | Stantec coordinated meetings between Blue Conduit (predictive modeling), Ace Pipe Cleaning (potholing contractor), and Jacobs (Program Manager). | Clausell School private side replacement was originally planned for Christmas break. The team identified numerous uncertainties. | Continue the lead service line replacements, if encountered. Complete the service line replacement at the Clausell school. Provide |

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| | | | Inventory development and predictive, and statistical models. Planning and performing lead or galvanized service line replacements. | / Jacobs / Wicker | <p>Lead Program Compliance meetings were held between JXN Water and Jacobs.</p> <p>Held meetings with JXN Water to provide details of changes in the inventory from last year. Inventory approved for submittal.</p> <p>Final 2025 Inventory was submitted to Jacobs on 20 August 2025.</p> <p>Submitted a mail-merge inventory file to Jacobs for mailers.</p> <p>Work to join the Service Point ID (SPID) information to lead service inventory is now underway. This effort is expected to improve data quality in the inventory and reduce the number of mailers and unknown service points in the water system.</p> | <p>ies in the existing service line data that required additional investigation. This work is 75% complete. As a result, this is now planned for the school's spring break.</p> | <p>communications and other materials as determined for the replacement. Update the service line inventory using Cartograph (find and fix) data. Updates to the public facing webmap based on the updated inventories.</p> <p>Ongoing work to integrate address and service point ID data from the billing system to the lead service line inventory. Annual review and update as necessary Standard Operating Procedures.</p> |
| Saviii.1 | Ongoing Construction Owners Representative | Completed | Oversight over two projects: Riverside Drive Improvements, and 48-in transmission line installation. | Stantec | | | |
| Saviii.2 | Rate Modelling Support | In Progress | Technical support in the analysis, development, and implementation of new water rates. | Stantec | None | None | Provide supporting information for suggested rate increase for JXN Water. |
| Saviii.3 | Bid Standards and PreQual Support | Completed | Support JXN Water in identifying and setting up an online bidding system | Stantec | | | |
| Saviii.4 | Water Meter Install Verification | Completed | Field verification of all Kamstrup meters including sub-foot GPS location, serial number, and photos. | Stantec/ ACE | | | |
| Saviii.5 | SRF and Facilities Plan Support | In Progress | SRF addendum submitted to MSDH October 2025. Continue submitting SRF Loan applications | Stantec / Benchmark | Submitting SRF Loan Packages to MSDH for project identified in the 2024 Facility Plan for approval. Submitted addendum for Facility Plan for Phase II projects October 2025. Submitting pay request to MSDH as required. | None | Continue submitting SRF Loan packages to MSDH. Continue working on an addendum for Facility Plan for Phase II projects. |
| 5.a. ix | Corrosion Control Renewal | Complete | Corrosion Control Desktop Study and Third Party Review (Task Order #4 & #5) | Jacobs/ HDR | | | |
| 6 | System Stabilization & Sustainability Plan – Water Treatment Plants, Wells, and Tanks Capital Improvement Plan | In Progress | JH Fewell WTP Decommissioning (Task Order #9) & Wellfield Assessment (Task Order # 12) | Jacobs | <p>Presented and submitted final Wellfield Assessment Report.</p> <p>Developed and submitted additional hydraulic modelling scenarios to Stantec to assess the feasibility of a potential site for new well construction. Modelling results are anticipated to be completed in Q4.</p> | None | <p>Continue discussions with landowners for potential new well sites.</p> <p>Continue preliminary design work for proposed well.</p> <p>Finalize evaluations and capital planning efforts for both JHF WTP and Wells System Rehabilitation projects.</p> |

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| | | | | | Initiated permitting activities and preliminary design work for the proposed well. Continued coordinating site visits to evaluate potential properties for future well development. Site visits are anticipated to take place during Q4. Performed SUE and topographic surveys at JH Fewell in support of pump station conceptual design. Progressed conceptual design of JH Fewell pump station. | | Progress conceptual design of JH Fewell pump station. |
| 7 | SCADA Improvements | In Progress | SCADA, Operational Technology and Cybersecurity Schematic Design (Task Order #6), Construction Management (Task Order #21), and Wharton Smith Construction Services (GMP 003) | Jacobs | <ul style="list-style-type: none"> • I&C Field Investigations started • Continued construction administration services (review shop drawings, field orders, requests for information). | None | <ul style="list-style-type: none"> • Begin construction at JHF • Begin construction at OBC • Continue review of submittals |
| 8 | Chemical Feed Improvements at plants and wells | In Progress | Replacement of OB Curtis Chemical Feed Building Systems (Task Order #1 Amendments #1, #2, and #3) ASP Services (Task Order #14) Construction Management (Task Order #19) Bulk Hypo Generation Equipment (DNW01) Construction completed at JHF | HDR Jacobs Jacobs DeNora Water Hemphill | <p>Continued construction administration services.</p> <ul style="list-style-type: none"> • Reviewed shop drawings. • Reviewed and responded to requests for information (RFIs). • Reviewed applications for payment. <p>Work with OMFS and CMAR to coordinate critical MOPO activities for chemicals.</p> | None | <p>Continue construction administration services (review shop drawings, field orders, requests for information). Prepare drawing revisions relating to the electrical systems in coordination with Electrical Resiliency Task Order #3 (DR-07). Finalize and submit Technical Memorandum (TM) No. 3 – Utility Water System Evaluation.</p> |
| 9.a, b | Chlorine System Improvements at OBC | Completed | Replacement of Chemical Feed Building Systems Design Services (Task Order 1 Amendments 1, 2 & 3) | HDR | | | Immediate interim repairs are complete and plan to eliminate gaseous chlorine is under construction as part of PPL 8 |
| 10 | Intake Structure Repairs | Completed | Repair raw water intake facilities at O.B. Curtis and JH Fewell. | Jacobs | <p>A bathymetric, LiDAR and structural dive inspection of the intake were completed in 2025 and the outcomes were as follows:</p> <ul style="list-style-type: none"> • Intake sump should be dredged to the original invert elevation of 265 feet • The intake structure is in good condition, with only minor concrete repairs recommended (UESI, 2025). • Sediment accumulation should be removed from the north raw water line to allow for unobstructed flows. | None | <p>Based on the results of the various inspections recommendations are important but not critical to plant functionality. This priority project can be closed out and any recommendations have been incorporated into the master plan and can be evaluated once funding is available.</p> |

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| 11 | Performance Evaluation and Redundancy Plant Treatment Processes Restoration | Completed | Operations Evaluation at OBC and JHF – Phase 1 (MSA Task Order #2 & #3) | Jacobs | | | |
| 11 | Source Water Quality/Treatability Characterization Study (OBC and Barnett Reservoir) | Completed | OBC Raw Water Characterization and Treatability Study (Task Order #6) | Jacobs | | | |
| 11.a | OBC Filter Conventional and Membrane | In Progress | Filter Rehabilitation Contract for OBC | Hemphill | Train #1-4 and 6 Fibers replaced | | Train #5 Fibers replacement estimated 2Q 2026 Continue coordinating with Veolia for install of Membrane Train 5 upon delivery of racks (est 03/26) Install Filter 5 media and test for return to regular service Remove filters 1 and 3 from service, remove old filter media and inspect underdrain systems |
| 11.g | OBC Filters | In Progress | Hemphill construction contract (HCC005) | Hemphill | | | Restarting Filters #1-6 rehabilitation with estimated completion 2Q 2027 |
| 11.g | JHF Filters | Completed | Hemphill construction contract (HCC02, HCC02.1, HCC02.2) | Hemphill | | | |
| 11.j | OBC High Service Pump VFD | In Progress | Engineering/Design Support and Existing Contract Redesign Services (Task Order #4) | Jacobs | Project suspended due to alternative path of replacing existing pumps/motors beyond their useful life with smaller pumps/motors accomplishes objective more cost effectively. | None | None |
| 12 | Sludge Assessment at Finished Water Storage Facilities | Completed | Engineering/Design Support and Existing Contract Redesign Services (Task Order #4) | Jacobs | All on premise plant finished water facilities were inspected with ROV surveillance by American Tank in July of 2024. All distribution system storage facilities (elevated/ground storage tanks) are inspected on a 5 year rotation - as of September 2025 these inspections have all been completed. | Delays encountered prior to June 2024 due to operational reliability and resiliency to allow for inspection. | Recommendations for rehab and cleanout of these facilities have been incorporated into the master plan. Additionally: OB Curtis WTP clearwell 2 will be cleaned and further inspected as part of corrosion control project this upcoming March |
| 13 | OBC Electrical Resiliency and Reliability Evaluation | In Progress | OB Curtis WTP Electrical System Reliability & Resiliency Evaluation (Task Order #3 Amendment #1) | HDR | <ul style="list-style-type: none"> • Performed value engineering exercise on the 100% design package. • Worked with Entergy to finalize the overhead electrical infrastructure. | None | Resubmit the 100% design package for bidding. |
| Other | Plant Operations Program Management | Completed | Jackson Water Program Management Support (Task Order #2) | Jacobs | | | |

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| Other | Forrest Hill Surface to Well Conversion | Completed | Engineering/Design Support and Existing Contract Redesign Services (Task Order #4) | Jacobs | | | |
| Other | Strategic Communications Implementation and Creative Support | In Progress | Visual Strategy Social Media Management Website Management Video Updates As Needed Support, Advising and Consultation | HDR | <ul style="list-style-type: none"> ● Provided program management coordination and budget oversight to support disciplined delivery across communications, creative, and engagement initiatives. ○ Ongoing budget monitoring, internal coordination, and invoice and progress reporting. ● Led integrated social media strategy and execution. ○ Developed, scheduled, and managed October, November, December, and January content calendars. ○ Supported real-time communications for construction activity, emergency messaging, boil water notices, lifts, and account administration. ○ Delivered expanded weekly media digest reports to track sentiment, media mentions, and community response. ● Managed website content strategy and vendor coordination. ○ Launched new Stay Current page. ○ Launched Priority Project page updates. ○ Updated School and Childcare Facilities page. ○ Coordinated transition and onboarding with new website vendor. ○ Maintained existing website content and structure. ● Produced and delivered multi-platform video and broadcast content. ○ Scholarship Video ○ Stay Current Video ○ QPM Event Recap ○ Payment Kiosk Video ○ JXN Holiday Social Video ○ What Is a Boil Water Notice Video and social cutdowns ○ Appointment Center TV screen loop | None | <ul style="list-style-type: none"> ● Continue supporting Water Academy cohorts. ● Complete LCRR program management outreach templates and custom creative support ● Support earned, owned, shared and paid media campaigns. ● Support paid media campaign for Spanish-speaking households (TV, radio, in-person). ● Produce and submit community update and educational videos. ● Continue YouTube platform management. ● Complete Phase 1 of Customer Service Training ● Provide as-needed creative material support. |

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| | | | | | <ul style="list-style-type: none"> ○ JXN in Action highlight reel ○ Neighborhood and social media shorts ○ Three radio ads ○ Ongoing production of Manganese and Hydrant Flushing Video and Upcoming Payment Kiosk Video ○ Pre-production and scripting for TV kiosk content, Boil Water education, Timeline content, and infrastructure messaging ● Supported newsletter development and production. ● Continued development and training of the Customer Service team through structured in-person and virtual sessions. | | |
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Notes:

ARV = air release valve

BIM = Building Information Modelling

BODR = Basis of Design Report

CIP = Capital Improvement Plan

CMAR = Construction Manager at Risk

CMMS = Computerized Maintenance Management System

CO₂ = carbon dioxide

GIS = Geographic Information System

GMP = Guaranteed Maximum Price

MSDH = Mississippi State Department of Health

NTP = Notice to Proceed

O&M = operations and maintenance

P&ID = piping and instrumentation diagram

QA/QC – quality assurance/quality control

RR = Railroad

SCADA = supervisory control and data acquisition

SOP = standard operating procedure

SRF = State Revolving Fund

TM = technical memorandum(s)

VFD = Variable Frequency Drive

WCD – Work Change Directive

WTP = Water Treatment Plant

