

ITPM TRANSITION PLAN

October 5, 2026

**Prepared by Ted Henifin, P.E.
Interim Third-Party Manager**

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1. Purpose and Authority

This transition plan has been prepared in accordance with the requirements of the Stipulated Order for the Sewer System (CWA Case) effective October 5, 2023. Time is of the essence as this order terminates in accordance with Section VIII Termination Paragraph 28 ***“This Stipulated Order shall terminate upon the earliest of the following:”***

...

d. Four (4) years from the Order Effective Date, unless the United States, after consultation with MDEQ, moves for, and the Court approves, an extension of this Stipulated Order.

The relevant sections regarding the ITPM preparation of the ITPM Transition Plan are in Section IV. Paragraph 5. Responsibilities and Authority of the ITPM:

...

z. Develop and submit to the Parties an ITPM Transition Plan that shall set forth necessary and reasonable actions the City and the ITPM shall take to transition operation, maintenance, management, and control of the Sewer System and the timeframes for such actions. The Plan shall include logistical steps, at a minimum, to transfer the ITPM’s processes and procedures (as applicable), contracts and contract oversight, staff, bank account access, and to provide necessary training to relevant City employees and/or contractors;

i. The ITPM shall begin meeting with the Public Works Director at least weekly (or another schedule as mutually agreed between the Public Works Director and the ITPM) to discuss the ITPM Transition Plan no later than three (3) years after the Order Effective Date...

ii. The ITPM Transition Plan shall be submitted to the Parties no later than three (3) years after the Order Effective Date...

The Stipulated Order for Drinking Water, entered on November 29, 2022, has no firm end date. That order’s termination provision is in Section VII. Termination paragraph 24:

24. This Stipulated Order shall terminate when a final judgment is entered by the Court.

As both orders appointed Ted Henifin as ITPM and JXN Water, Inc., as the entity under which the ITPM performs the requirements of both orders, this transition plan has been developed to include both drinking water and sewer operations and all related functions necessary to provide safe and stable utility services to the customers of the City of Jackson water and sewer system.

2. Executive Summary

The critical element in the transition away from interim Federal oversight is the future governance structure that the utility management will transition to at the end of the Federal oversight. This ITPM Transition Plan evaluates five future governance options for the water and sewer system serving the customers of the City of Jackson's system. The options evaluated in Section 3 herein are:

- Return to a City department
- A City utility commission
- Public authority under Code 51-41-1 et seq.
- Public authority under HB 1677
- Privatization

After considering the advantages and disadvantages of each potential structure, it is the ITPM's strong recommendation that a transition to a public authority under Mississippi Code Section 51-41-1 et seq. provides the best likelihood of maintaining and continuing the progress achieved since December 2022 under the Court's stipulated orders.

The recommended governance structure would have an initial board appointed by the Court using a recruiting and ranking system developed by the ITPM in consultation with the parties and approved by the Court. Subsequent directors would be elected by the membership (account holders in good standing) in accordance with bylaws, developed by the ITPM in consultation with the parties and approved by the Court.

Once the new authority is established and approved by the Mississippi Secretary of State, the board of directors shall meet with the Court to receive directions as the new ITPM agency (replacing JXN Water, Inc.). Leadership will continue to be provided by the ITPM until a Chief Executive Officer (CEO) is identified and appointed by the Court. The board will develop recruitment materials for a CEO and commence recruitment efforts. Once the authority selects a top candidate, that candidate will be presented to the parties for recommendation to the Court for appointment as the ITPM in accordance with the Stipulated Orders. Upon Court appointment of the CEO as the ITPM, the current ITPM will submit notice to withdraw in accordance with the Stipulated Orders.

The ITPM Transition Plan builds out the actions necessary and timeline for the transition based upon conversion to a public authority under Mississippi Code Section 51-41-1 et seq. Should the Court choose a different future governance structure, this ITPM Transition Plan will need to be revised and reissued.

The proposed schedule is detailed in Section 6 herein. It is an aggressive schedule. Assuming no significant delays, the schedule has the ITPM withdrawing in spring 2028 (no later than July 1, 2028) and replaced by the CEO of the new authority. The schedule anticipates Federal oversight will remain

in place through 2029, allowing time for the new authority to achieve its financial goals, demonstrate stable operations, and instill confidence of the Court in the new governance.

3. Governance Alternatives Considered

3.1 Return to the City of Jackson as a City Department or Enterprise Fund Component Unit

Water and sewer services have been traditionally provided by the City of Jackson since services were first available. The water and sewer divisions were housed in the Public Works Department with the Water and Sewer Billing Administration (WSBA). Work was largely self-performed by city employees with civil service protections, supplemented by specific contractors. Rates were proposed by the mayor and required city council approval.

While returning to this structure is an option, re-establishing self-performance would be very challenging and take years to accomplish. When the Stipulated Order was entered, the staffing levels of the city water and sewer divisions, and WSBA were a fraction of the size required to adequately run the utility. Equipment was in disrepair as well. As a result, nearly all operations had to be contracted out by JXN Water to rapidly restore service to the community. Those contracts engage 288 full-time equivalent positions. The City of Jackson will have to reform the current civil service structure in order to strike an appropriate balance between employee protections and organizational effectiveness. For critical infrastructure organizations, maintaining that balance is particularly important because workforce performance directly affects reliability, regulatory compliance, customer service and, ultimately, public health.

JXN Water staff develop and manage contracts, which includes regular oversight. The City of Jackson could establish a similar structure for the water, sewer, and WSBA. This would require establishing 47 positions (similar to JXN Water's organization with the addition of the positions JXN Water has been unable to recruit and employ due to the interim nature of JXN Water), and then recruiting, hiring, and training. This approach, utilizing contracting expertise, is more likely the only realistic approach to return governance to the city. Returning to the full self-performing operation that previously existed is infeasible. Even under the contract management approach, returning governance to the city could still take upwards of 12 to 24 months to accomplish. This option could avoid the significant challenges the city would otherwise face in trying to hire a complete utility staff with upwards of 288 positions within the existing civil service model.

Probably the most critical consideration is whether the City Council would be committed to establishing and maintaining full-cost recovery rates if governance of the water and sewer utility were returned to the City of Jackson as a city department or component unit, still under the control of the elected mayor and City Council members. At the time the Stipulated Order was entered, water and sewer rates were significantly below levels needed to generate adequate revenues to fund a utility of the size of Jackson's. Historically, the elected officials would not raise rates to appropriate levels and even since the Stipulated Order was entered, the elected officials have twice failed to support required rate increases and, incredibly, actively opposed the second one, delaying implementation by nearly one year and significantly undermining the financial position of both the

City (as to debt payments) and the utility. Instead of supporting the critically necessary rate increase – which was validated by the City’s own rate expert - the City asserted that the utility should “tighten its belt” and “live within its means” as do City departments. That is exactly the approach that led to decades of failure and the ultimate collapse of the water system.

Moreover, the City has consistently violated and sought to have JXN Water violate the City’s bond covenants by paying debt service ahead of operating expenses when the bond covenants expressly require the reverse.

The rate increases adamantly, stubbornly, and wrongly opposed by the City are the very same ones that the federal court approved as being necessary to maintain public water and sewer service.

On top of the lack of will to raise rates when needed, the City also has a shocking record of not pursuing collections – often due to elected official intervention. When the Stipulated Order was entered only 50 percent of ratepayers receiving a bill were actually paying the bill. Most utilities collect 95 percent or more of their bills.

The lack of political will to raise rates or collect payments for services provided raises serious questions about the wisdom of returning the system to the full control of elected officials in Jackson. The water and sewer system is burdened with significant long-term debt created by flawed decisions of the City leadership. It remains unclear what the City did with the Siemens settlement funds. Moreover, the City of Jackson has failed to meet the covenants of its 1993 General Bond Resolution for many years. As a result, the existing debt cannot be refinanced, and no additional revenue-pledged debt can be obtained. The system cannot be sustained without additional debt to provide capital for the sewer system, and additional capital for the water system once the federal grants are exhausted in 2029.

The City will remain obligated to the existing revenue-based bond debt and the Clean Water State Revolving Loan Fund sales-tax intercept debt in any scenario where control of the system returns to the City.

On top of the water system mismanagement, the sewer side is even worse. Decades of mismanagement led to a federal consent decree in 2013. City leadership ignored even that federal intervention, with the Department of Justice conceding in open court in 2023 that the sewer system was in worse shape in 2023 than it was when the Consent Decree was entered in 2013. That led the Court to take over the sewer matter as well.

Notably, the Mississippi legislature has adopted legislation that would establish an independent authority to run the water system, a governance structure intentionally not controlled by the City.

At bottom, there is no case to be made to return governance to the City in the foreseeable future. Governance by a federal trustee or, more appropriately, a public authority appears to be the only feasible and responsible path forward to ensure protection of public health.

3.2 Utility Commission formed by the City Under Mississippi Code Chapter 27. Public Utilities and Transportation (§§ 21-27-1 — 21-27-253) Municipally Owned Utilities (§§ 21-27-11 — 21-27-77)

The City could form a commission to operate the water and sewer system. Unfortunately, such a commission lacks independence from the governing authorities. Commissioners are “selected by, and shall be under the control of, the mayor and councilmen of the municipality.” Additionally, the governing authorities have the power to remove any member of the Commission, essentially without cause. Election transitions would likely trigger turnover in the Commission with patronage.

Creation of a commission could make many operational processes easier as the commission has the power to create their own bylaws and could bypass the existing civil service and procurement challenges of the existing City government. Additionally, the commission has the power to set rates, another process that can be defined in the bylaws potentially making rate setting easier and more efficient, and one step removed from the elected officials.

However, the lack of clear independence from the mayor and council members keeps the elected officials indirectly in control of rates and critical operational decisions, even if one step removed. Given Jackson’s history on rate setting and collections, this structure is likely to keep the rate setting process political and would undermine Jackson’s water and sewer utility.

Perhaps the strongest argument against formation of a commission is that the same lack of clear independence is likely to impact the ability to refinance the existing debt or access new capital using system revenues.

3.3 Authority Formed Under Mississippi Code Chapter 41. Public Water Authorities (§§ 51-41-1 — 51-41-33)

The Mississippi legislature enacted these provisions to create a means for not-for-profit corporations or associations, and for-profit entities formed solely for the purpose of complying with a federal or state order, which are involved in the sale, transmission and distribution of potable water to members of the public and others to convert their entity status from that of a body corporate to that of a body politic, thereby allowing those entities the opportunity to access the tax-exempt capital markets and thereby assuring the State of Mississippi and the customers of those entities of adequate supplies of water at the lowest water rates possible.

JXN Water is a for-profit entity formed solely for the purpose of complying with the federal stipulated orders. As such, it is eligible to convert to an authority in compliance with these code sections. The process to convert to an authority requires an application to the Secretary of State with bylaws for the new authority and a list of the initial self-perpetuating board of directors. The law requires that all officers of the water authority shall be persons who receive water service from the water authority. Authorities created under this statute are effectively cooperatives, governed by the account holders, people with a vested interest in efficient and effective management of water services. The initial board of directors would be appointed by the Court, and subsequent directors would be elected by the account holders in accordance with the bylaws.

An authority created under these sections is clearly independent from the mayor and the council members. The authority would operate under its own bylaws, which can be written to allow a more business-like management and operation, one that focuses on the utility, with an investment strategy aligned with the life of the assets, as opposed to elected officials' terms of office. Rates would be established by the board of directors along with all operational policies and practices.

Independence of an authority created under this statute would support an acquisition financing that would have the new authority issue debt to pay the City of Jackson for the water and sewer system assets. The City would defease the existing debt and no longer be obligated to fund any shortfalls in debt service payments. Assuming all the water and sewer bonds are discharged with this acquisition financing, the existing General Bond Resolution could be closed, curing the City's ongoing covenant breaches. This would also allow the System to establish a new General Bond Resolution or similar instrument to govern the issuance of future debt. Such new resolution could modernize the covenants that currently date back to 1993.

Critically, by purchasing system assets, the Internal Revenue Code allows the bonds issued to finance the acquisition price to be issued on a tax-exempt basis, provided the new entity is not related to the City for federal tax purposes. The relationship to the City is likely to be determined by the level of independence the new board of directors has to the City's governing authorities. Mississippi law allows an authority created under this statute to issue tax-exempt debt.

3.4 Authority Formed in Accordance with HB 1677, Metro Jackson Water Authority

During the 2026 legislative session, the Mississippi legislature passed HB 1677, creating the Metro Jackson Water Authority. The board of directors for the authority created by HB 1677 are to be appointed by the Governor, the Lieutenant Governor, and the mayors of the cities of Jackson, Byram, and Ridgeland. The mayor of Jackson serves on the board of directors as a non-voting ex-officio member and is not prohibited from serving as an officer of the authority. The mayor is responsible for appointing three board members and is to be consulted on one of the Governors' three appointees. Ultimately, the mayor of Jackson is involved in the appointments of four of the nine board members and serves on the board, albeit as a non-voting member. The influence of the mayor and the City is significant and likely clouds the level of independence the authority has from the City of Jackson.

HB 1677 requires the authority to lease the system assets from the City of Jackson. While HB 1677 clearly enables the authority to issue debt, actually issuing debt with leased assets and a close relationship to the City of Jackson may make debt very difficult if not impossible to issue. There is no clear path for the City to sever its legal and moral obligations to the existing system debt under this authority structure.

An additional complication is the status of the injunction issued by the court on implementing portions of HB 1677 and Mississippi's pending appeal of that injunction.

3.5 Privatization (selling system to private owner/operator)

The City of Jackson, in consultation with the court, could seek a private owner/operator to purchase the water and sewer system. Many cities around the country have privatized these systems. The private owner would be regulated by the State Public Service Commission. Any such privatization should seek the minimum in upfront payment for the assets because any such payment would be recouped from ratepayers through future rate increases. Such payments should be limited to the amount of the existing system debt to relieve the City of those obligations. Private ownership can create a conflict between maximizing shareholder returns and maintaining long-term public infrastructure. Water systems are capital-intensive assets that require continuous investment in pipes, treatment plants, pumps, storage tanks, and water quality monitoring. When a private company owns a utility, critics argue that there can be pressure to defer those investments in order to improve short-term financial performance. This potential lack of investment could undermine the Federal investment. A more detailed assessment of the privatization option can be prepared upon request of the parties and/or the Court.

4. Comparison of Alternatives and Recommended Alternative

Alternative	Degree of Political Independence	Ability to Refinance Debt	Access to New Capital	Time to Implement (Lower is better)	Cost to Implement (Lower is better)	Degree of Control by Users of System
City Department	Low	Low	Low	High	High	Med
City Commission	Low	Low	Low	High	Low	Med
Authority (§§ 51-41-1 — 51-41-33)	High	Med	Med	Low	Low	High
Authority (HB 1677)	Med	Med	Med	Unknown	Low	Low
Privatization	High	High	High	High	Unknown	Low

Based on the analysis above, it is the strong recommendation of the ITPM that an authority formed in accordance with §§ 51-41-1 — 51-41-33 is the best alternative. Additionally, while not included in the above criteria, this option takes the governance of the water system out of the existing City versus state control battle as the Court shall appoint the initial board of directors with successor directors nominated by the serving board of directors and elected by the users of the system.

5. Actions Necessary to Form Authority in Accordance with §§ 51-41-1 — 51-41-33

The required procedure for conversion from a qualified corporation to an authority is detailed in **Mississippi Code Section § 51-41-9. Authority and procedure to incorporate** as follows:

(1) Whenever a qualified corporation desires to convert into and become reconstituted and reincorporated as a water authority under this chapter, the qualified corporation shall present to and file with the Secretary of State:

(a) Its resolution duly adopted by the board of directors of the qualified corporation that evidences the desire of the qualified corporation to convert into and become

reconstituted and reincorporated as a water authority and that also certifies that the qualified corporation:

(i) Was initially formed as a not-for-profit corporation or association or a for-profit entity formed solely for the purpose of complying with a federal or state order; and

(ii) Desires to operate as a public body authorized under the laws of Mississippi as a result of its conversion and reconstitution as a water authority under this chapter;

(b) Its application for reconstitution and certificate of incorporation, which shall state and include the following information:

(i) The name of the water authority, which shall be “The _____ Public Water Authority of the State of Mississippi,” or some other name of similar import, it being understood that the water authority may adopt a fictitious operational name upon written request to and approval by the Secretary of State;

(ii) The location of the water authority’s principal office, and the number of directors of the water authority, which shall be subject to change and modification as provided in the water authority’s bylaws;

(iii) The names and addresses of the initial board of directors of the water authority;

(iv) The name and address of the agent for service of process of the water authority; and

(v) Any other matters that the initial board of directors of the water authority may deem necessary and appropriate;

(c) A copy of the water authority’s bylaws along with any other information that the initial board of directors of the water authority may deem necessary and appropriate;

(d) A statement and certification from the Secretary of State that the proposed name of the water authority is not identical with that of any other water authority in the state, or so nearly similar thereto as to lead to confusion and uncertainty; and

(e) A reasonable filing and review fee that the Secretary of State may designate and determine from time to time, which shall not be in excess of the filing fee charged in connection with the receipt and filing of a corporation’s articles of incorporation.

JXN Water, Inc., is a qualified corporation by definition (a for-profit entity formed solely for the purpose of complying with a federal order). JXN Water, Inc. has one director, the ITPM, Ted Henifin. As the sole director, the ITPM intends to adopt a resolution as required in paragraph (1)(a).

The remaining items required for submission to the Secretary of State shall be developed by the ITPM in consultation with the parties at the direction of the Court and include:

- The name of the new authority (*The Jackson Public Water Authority of the State of Mississippi, dba JXN Water*)
- The address of the principal office (*1054 Greymont Ave, Jackson, Mississippi, 39202*)
- The number of directors (per the Court approved bylaws)
- The names and addresses of the initial board of directors (initial board appointed by the Court using a recruiting and ranking system developed by the ITPM in consultation with the parties and approved by the Court)
- The name and address of the agent (*Forman Watkins & Krutz, LLP, 210 East Capitol Street, Suite 2200, Jackson, MS 39201*)
- The bylaws for the new authority (to be developed by JXN Water in consultation with the parties for review and approval by the Court)

5.1. Development of Bylaws and Recruitment Process for Initial Directors

At the direction of the Court, JXN Water shall develop bylaws for the new authority in accordance with **§§ 51-41-1 — 51-41-33** that shall define the number of directors, desired qualifications, terms of office, method of election of subsequent board members, etc. The bylaws drafted by JXN Water shall be submitted to the parties for review and comment. Any comments that cannot be resolved among and between the parties shall be memorized and submitted to the Court with the JXN Water proposed bylaws.

Upon Court approval of the bylaws, the ITPM in consultation with the parties shall develop the materials required to recruit qualified individuals to serve on the initial board of directors to include:

- Desired qualifications for directors
- An application for individuals to express their desire to serve on the board of directors
- Criteria to rank applicants
- An advertisement encouraging interested qualified applicants to apply for consideration as well as where the advertisement will be published/broadcast and for what period of time
- The names of representatives of each party that will form the ranking committee with the ITPM. This committee will use the approved criteria to rank all applications received and develop a prioritized list of the ranked applicants to be submitted to the Court for final selection

These materials will be submitted to the Court for approval prior to commencing any recruitment activities. Upon Court selection of the initial directors, the ITPM shall submit JXN Water's application for reconstitution and certificate of incorporation as an authority.

6. Proposed Implementation Steps and Schedule

October 2026

- ITPM Transition Plan submitted to the parties

November 2026

- Parties submit comments to ITPM
- ITPM submits final ITPM Transition Plan to the Court for approval

December 2026

- Court approves ITPM Transition Plan
- Court directs JXN Water to develop bylaws for the new authority in accordance with **§§51-41-1 — 51-41-33** that shall define the number of directors, desired qualifications, terms of office, method of election of subsequent board members, etc. The bylaws drafted by JXN Water shall be submitted to the parties for review and comment. Any comments that cannot be resolved among and between the parties shall be memorized and submitted to the Court with the JXN Water proposed bylaws.
- JXN Water submits bylaws to parties and Court for approval.

January 2027

- Court directs the parties to work collaboratively with ITPM to develop board member qualifications, application, ranking criteria, advertising materials, etc., for the board of directors for new water authority formed in accordance with Code of Mississippi §§ 51-41-1 — 51-41-33.

February 2027

- JXN Water and the parties submit materials developed per Court's October directive to the Court for approval.
- Parties start recruiting potential board members in accordance with materials upon Court approval.

June 2027

- Parties submit recommendations for board members to Court.
- United States in consultation with MDEQ moves for extension of the Stipulated Order for the Sewer System through December 2029.

August 2027

- Court appoints initial board members.
- Upon Court appointments, JXN Water files required documents with Secretary of State to convert from private corporation to authority.

October 2027

- JXN Water, Inc., conversion to authority approved by Secretary of State (SOS) – Certificate of Existence issued by SOS.
- All assets and liabilities transfer from JXN Water, Inc. to new authority upon creation.

December 2027

- New directors meet with the Court to receive the Court's directions as new ITPM agency
- Authority holds organizational meeting – elects officers and takes other necessary organizational actions.
- Legislation introduced to repeal HB1677

January 2028

- Authority training sessions, authority develops personnel manual, selects benefit provider, etc.,
- Authority initiates search for CEO and other needed personnel

March 2028

- JXN Water employees who are also City of Jackson employees become employees of new authority or return to City of Jackson for placement in City of Jackson workforce

April 2028

- Authority presents top candidate for new CEO to parties.
- Parties recommend new CEO candidate to Court for appointment as ITPM in accordance with Stipulated Order.
- Upon Court approval, new CEO is hired.
- ITPM begins transition of duties to new authority CEO.
- ITPM submits notice to withdraw in accordance with Stipulated Orders to be effective in 90 days or July 1, 2028, whichever is later.

June 2028

- Authority negotiates a long-term operating agreement or a sale of the water and sewer assets from the City of Jackson with an acquisition financing if desired by the parties.

July 2028

- All drinking water PRIORITY PROJECTS ARE COMPLETE.
- ITPM withdraws and authority CEO becomes ITPM. ITPM remains available as consultant as needed/desired.

December 2029

- Court releases orders subject to new authority achieving financial goals, stable operations, and instilling confidence of the Court in new governance.

7. Contracts

JXN Water relies on a number of major contractors to maintain and operate the water and sewer systems. Those Contracts are summarized in Attachment A. Each of these will need to be assigned to the new governance entity. Contracts in place at the time the new governance entity is formed may not be terminated or modified beyond assignment without approval of the Court. In the case of an authority formed under **Mississippi Code Chapter 41. Public Water Authorities (§§ 51-41-1 — 51-41-33)** all contracts, assets, liabilities, etc., automatically convert from JXN Water, Inc. to the new authority upon creation (***§51-41-11 “...At the same time, the qualified corporation shall cease to exist and all assets and liabilities of every nature, including without limitation, all real property, personal property, certificate of public necessity and convenience, contractual obligations, lending obligations outstanding, rights afforded borrowers of federal and state funds and other tangible and intangible assets and liabilities of every nature shall, without need for further action or approval by any third party, be vested in and shall accrue to the benefit of the water authority.)”***)”

8. Banking

At transition, bank account ownership, authorized signatories, on-line access, etc., will have to be changed to reflect the new governance entity. In the case of an authority formed under **Mississippi Code Chapter 41. Public Water Authorities (§§ 51-41-1 — 51-41-33)** all contracts, assets, liabilities, etc., automatically convert from JXN Water, Inc. to the new authority upon creation (***§51-41-11 “...At the same time, the qualified corporation shall cease to exist and all assets and liabilities of every nature, including without limitation, all real property, personal property, certificate of public necessity and convenience, contractual obligations, lending obligations outstanding, rights afforded borrowers of federal and state funds and other tangible and intangible assets and liabilities of every nature shall, without need for further action or approval by any third party, be vested in and shall accrue to the benefit of the water authority.)”***)”

Trustmark
3221 Old Canton Road
Jackson, MS 39216
601-208-6504
Bernard Bridges, President
bbridges@trustmark.com

Trustmark Trust Services
248 E. Capital Street, Suite 1200
Jackson, MS 39201
601-597-7151
Joshua Stretch, Trust Officer
jstretch@trustmark.com

Trustmark serves as the JXN Water lockbox custodian, depository trustee for debt service, and holds all checking accounts for JXN Water. JXN Water maintains 5 accounts with Trustmark as follows. Three of the accounts are swept nightly into interest bearing companion Business Interest Accounts.

- XXXX592987 Operations and Maintenance Checking Account – All operating expenses are paid from this account. This account has a companion Business Interest Account.
- XXXX592995 Capital Checking Account – All capital expenses are paid from this account. State of Mississippi deposits are made directly into this account. This account has a companion Business Interest Account.
- XXXX164001 Debt Payment Checking Account – Debt service payments are withdrawn from this account. This account has a companion Business Interest Account.
- XXXX851947 Lockbox Account – All payments remitted for water and sewer services are deposited into this account. Funds are transferred daily to the Operations and Maintenance Checking Account by the ITPM.
- XXXX592979 Professional Account – All federal funds received by JXN Water are directly deposited into this non-interest-bearing account. Grant funded reimbursements are paid from this account. Local revenue is transferred into this account for payroll which is connected to this account.

Banking is done by the ITPM with monthly account reconciliation performed by MCL.

9. Assets

JXN Water owns a building at 1054 Greymont Avenue and nine vehicles. At transition, ownership will have to be changed to reflect the new governance entity. In the case of an authority formed under **Mississippi Code Chapter 41. Public Water Authorities (§§ 51-41-1 — 51-41-33)** all contracts, assets, liabilities, etc., automatically convert from JXN Water, Inc. to the new authority upon creation (***§51-41-11 “...At the same time, the qualified corporation shall cease to exist and all assets and liabilities of every nature, including without limitation, all real property, personal property, certificate of public necessity and convenience, contractual obligations, lending obligations outstanding, rights afforded borrowers of federal and state funds and other tangible and intangible assets and liabilities of every nature shall, without need for further action or approval by any third party, be vested in and shall accrue to the benefit of the water authority.)”***

Year	Make	Model	VIN
2018	Chevrolet	Silverado	3GCUKSEC6JG115869
2021	Toyota	Tacoma	3TMCZ5AN1MM425871
2016	Chevrolet	Colorado	1GCHSBE32G1349399
2020	Chevrolet	Silverado	1GCUYEED7LZ202224
2021	Ram	1500	1C6RR6LGXMS540451
2026	Toyota	Tundra	5TFMC5DB0TX150137
2026	Toyota	Tundra	5TFMC5BD9TX150220
2026	Toyota	Tundra	5TFMC5DB2TX149491
2026	Toyota	Tundra	5TFMC5DBXTX149674
2022	Nissan	Frontier	1N6ED1EJ2NN669864

The building was purchased with EPA Community Grant 02D52823. As such there is a deed restriction potentially requiring repayment should be building cease operating as offices for JXN Water.

“The Property was purchased with 100 percent US Environmental Protection Agency (EPA) grant funding. In accordance with 2 CFR § 200.311(b). the Property must be used for the original authorized purpose (offices for JXN Water) as long as needed for that purpose, during which time JXN Water must not dispose or encumber its title or other interests. When the Property is no longer needed for the originally authorized purpose, JXN Water must obtain disposition instructions from the EPA, which may require compensation to the EPA by applying the EPA's percentage of participation in the original purchase (and cost of any improvements) to the proceeds of the sale less deduction of any actual and reasonable selling and fixing-up expenses.”

10. Personnel

JXN Water has 27 employees as shown in Table 10. Of the 27, twenty-one are currently still City of Jackson employees receiving pay and benefits at the rate they were receiving when the Stipulated Order was entered. All of the City of Jackson employees receive a salary supplement from JXN Water to bring their pay up to market rate for the job they are currently performing for JXN Water.

The six employees that are not City of Jackson employees receive no benefits from JXN Water. At transition, the new entity will need to develop a complete benefit package to offer to the employees the new entity desires to retain. New employment agreements will need to be developed. An employee handbook should be developed as well. Once benefits are available, all City of Jackson employees shall either accept new positions with the new entity or be returned for placement within the City of Jackson.

There are existing needs for additional personnel to support the water and sewer operations. All contracted and temporary positions should be transitioned to permanent JXN Water positions upon creation of the new governance entity. The following additional positions are needed but JXN Water could not recruit effectively as an interim organization:

- Chief Financial Officer
- Finance Technician (2)
- Human Resources Specialist
- Communications Coordinator
- Data Analyst (2)
- Senior Revenue Recovery Manager (2)
- Assistant Sewer Collection System Manager
- Assistant Chief of Water Operations
- Sewer Treatment Process Engineer
- Utility Engineer

Table 10. JXN Water Personnel

TITLE	EMPLOYEE TYPE	FT/PT
ITPM	Appointed	FT
Chief Data Officer	COJ Employee	FT
Chief of Water Operations	COJ Employee	FT
Lead Communications Officer	JXN Water	FT
Chief of Administrative Systems	COJ Employee	FT
Water Distribution System Manager	COJ Employee	FT
Sewer Collection System Manager	COJ Employee	FT
Water Distribution System Manager	COJ Employee	FT
Locating Coordinator	COJ Employee	FT
System Technician	COJ Employee	FT
Customer Care Lead	COJ Employee	FT
Customer Care Lead	COJ Employee	FT
Customer Care Lead	COJ Employee	FT
Customer Care Lead	COJ Employee	FT
System Technician	COJ Employee	FT
System Technician	COJ Employee	FT
System Technician	COJ Employee	FT
System Technician (FOG)	COJ Employee	FT
Customer Care Rep II	COJ Employee	FT
Customer Care Rep II	COJ Employee	FT
Customer Care Lead	JXN Water	FT
Customer Care Rep II	JXN Water	FT
Customer Care Rep I	COJ Employee	FT
Customer Care Rep II	COJ Employee	FT
Customer Care Rep I	COJ Employee	FT
Customer Care Rep I	JXN Water	FT
Finance Tech	JXN Water	FT
Assistant Contracting Officer	JXN Water	PT
Chief Revenue Officer	CONTRACTED	
Chief of Sewer Operations	CONTRACTED	
Sewer Collection System Manager	CONTRACTED	
Customer Care Rep I	CONTRACTED	PT
Communications Coordinator	CONTRACTED	PT
Customer Care Rep I	TEMP	
Customer Care Rep I	TEMP	
Customer Care Rep I	TEMP	
Summary		
Appointed		1
JXN Water Full Time		26
JXN Water Part Time		1
Contracted Full Time		3
Contracted Part Time		2
Temp Agency Employees		3
Total People		36
Total FTE		34
Contractor FTE		250.5

11. Operating Guidance

The new governing entity shall be guided by the following plans prepared in accordance with the Federal orders. Deviation from any of these shall be pre-approved by the Court.

[The Financial Management Plan \(August 20, 2026\)](#)

[The Water System Master Plan \(May 8, 2026\)](#)

[The Sewer System Further Measures Plan \(September 23, 2026\)](#)

Attachment A – Major Contracts

The table below summarizes the major contracts supporting JXN Water. There are 22 major contracts with 288 FTE supporting JXN Water. Further details about each of the contracts can be found below:

	Contract Purpose	Contractor	Contract Type	Contract Managed By	End Date	FTE
1.1	Water and Wastewater Plant Operations and Maintenance	Jacobs	Fixed Price	Chief of Water Operations/Brown and Caldwell	June 2036	105.5
1.2	Water and Sewer Pipe Repairs	Wicker	Unit Price	Chief of Water Operations	Annual with automatic renewals	52
1.3	Sewer Collection System Maintenance	CES	Unit Price	Q Solutions	Annual with automatic renewals	22
1.4	Utility Locating and 811 Management	USIC	Unit Price	Locating Coordinator	April 2027	6
1.5	Sewer Collection System Operations Management	Q Solutions	Professional Services	ITPM	Annual with automatic renewals	2
1.6	Water Valve and Hydrant Maintenance	Wachs Water	Unit Price	Chief of Water Operations	June 2027	14
1.7	Cross Connection Program Management	BSI	Subscription	Chief Data Officer	Annual with automatic renewals	<1
1.8	IT Network and Phone Support Services	Fuse.Cloud	Unit Price	Chief Data Officer	2029	2
1.9	Call Center Operations	ProTel	Fixed Price	Lead Communications Officer/SIS/ITPM	Monthly with automatic renewals	25
2.1	Water Meter Maintenance Services	UMS	Fixed Price	Chief Data Officer/SIS	Annual with automatic renewals	13
2.2	Water Meters-as-a-Service	SP	Unit Price	ITPM	Monthly with automatic renewals	<1
2.3	Meter to Cash	BOSS	Fixed Price	ITPM/Chief Data Officer/SIS	May 2029	5
2.4	Billing Staff Augmentation	SIS	Professional Services	ITPM	Annual with automatic renewals	2
3.1	Water Distribution System Management	Stantec	Professional Services	ITPM/Chief Data Officer/Chief Water Operations Officer	Annual with automatic renewals	14

3.2	Sewer System Program Management	Brown and Caldwell	Professional Services	ITPM	Annual with automatic renewals	2
3.3	Sewer Collection System Design Services	Kimley-Horn	Professional Services	Q Solutions /Brown and Caldwell	Annual with automatic renewals	<1
3.4	Water Treatment Plant Design Services and Communications Support	HDR	Professional Services	ITPM / Lead Communications Officer	Annual with automatic renewals	3
3.5	Water Treatment Engineering Support Services	Jacobs	Professional Services	Chief Water Operations Officer/ITPM	Annual with automatic renewals	17
4.1	Financial Advisory Services	PFM	Professional Services	ITPM	Annual with automatic renewals	<1
4.2	Accounting Services	MCL	Professional Services	ITPM	Annual with automatic renewals	<1
5.1	Legal Services	AquaLaw	Professional Services	ITPM	Annual with automatic renewals	<1
5.2	Legal Services	Forman Watkins	Professional Services	ITPM	Annual with automatic renewals	<1

1 Operating Contracts

1.1 Jacobs – Water and Wastewater Plants Operation and Maintenance

Jacobs Project Management Company
7001 E Belleview Avenue, Suite 1000
Denver, CO, 80237
706-599-9535
Tim Durham, Operations Management Director (OMFS)
Tim.durham@jacobs.com

Term: 10 years from July 1, 2026, through June 30, 2036

This contract is with Jacobs Project Management Company for maintenance and operations of the water treatment plants, sewage treatment plants, pumping stations, water storage facilities, and related operations. Jacobs has 64.5 FTE assigned to the JXN Water engagement. This is a lump sum contract with direct reimbursement for chemicals and electricCity. Biosolids disposal costs are included up to a cap with annual true-up for actual costs. Repairs up to \$50,000 per event are

included as well. Repairs above \$50,000 are reimbursable and require written prior approval by JXN Water.

This contract is managed by JXN Water's Chief of Water Operations in coordination with contracted resources from Brown and Caldwell.

1.2 Wicker Construction, Inc, For Labor, Equipment, and Materials to Perform Various Water/Sewer Repairs and Related Tasks

Wicker Construction, Inc
PO Box 6765
Shreveport, LA 71136
318-207-2736
Anthony Cameron
anthony@wickerinc.com

Term: Annual with unlimited renewals. Unit prices are adjusted annually.

Contract is a unit price contract for water and sewer pipe repairs and restoration. Wicker Construction has 52 FTE assigned to the JXN Water contract. Work orders are issued from the JXN Water work order management system. Currently JXN Water has budgeted \$1.5 million per month for work on the water system and \$500,000 per month for work on the sewer system through this contract.

This contract is managed by JXN Water's Chief of Water Operations. Work order triage, coordination and inspection is provided by JXN Water employees (2 FTE) supplemented with contract employees from STANTEC.

1.3 Compliance EnviroSystems, LLC, For Sanitary Sewer Evaluation Services

Compliance EnviroSystems, LLC (CES)
1401 Seaboard Drive
Baton Rouge, LA 70810
225.769.2933
Brad Dutruch, President
brad@ces-sses.com

Term: Annual with unlimited renewals. Unit prices may be adjusted annually.

This contract is a unit price contract for sewer cleaning, CCTV inspection, and related services. CES has 22 FTE assigned to the JXN Water contract. Work orders are issued from the JXN Water work order management system. Crews are available 24/7 to clear blockages and address sanitary

sewer overflows. Currently JXN Water has budgeted \$600,000 per month for work under this contract.

This contract is managed by Q Solutions. Work order triage, coordination and inspection is provided by JXN Water employees (5 FTE).

1.4 USIC – Utility Locating Services

USIC Locating Services, LLC
PO Box 715409
Cincinnati, OH 45271-5409
371-575-7849
Gary McGee
garymcgee@usicllc.com

Term: Current contract expires April 3, 2027

This contract provides utility locating services required to protect JXN Water assets and comply with Mississippi 811 law. USIC manages the JXN Water 811 program as well as conducts all required field locates. USIC has FTE assigned to the JXN Water contract. The contract establishes a per ticket rate for various categories of requirements.

This contract is managed by JXN Water's Locating Coordinator.

1.5 Q Solutions, Inc – Professional Engineering Services – Sewer Collection System Operations Management

Q Solutions, Inc.
6617 Gunstock Lane
Tucker, GA 30084
404-579-5779
Kieu-Anh Tran, P.E. ka.tran@qsiworld.com

Term: Annual with automatic annual renewals

This contract is for engineering services focused on management of the sewer collection system including planning and developing daily work orders for maintenance and repair contractors, investigation of collection system issues, coordinating new development connect requirements, regulatory tracking and reporting of sanitary sewer overflows, and related services. Q Solutions has XX FTE dedicated to JXN Water with 2 FTE as embedded staff augmentation. Payment is based on hourly rates established in the contract and adjusted annually.

This contract is managed by the ITPM with support from Brown and Caldwell.

1.6 Wachs Water Services – Valve and Hydrant Assessment

Pure Technologies US, Inc. (A Xylem brand)
d.b.a. Wachs Water Services
989 Corporate Blvd.
Linthicum Heights, MD 21090
724.766.8429
Caleb Drass, Outside Sales Representative, Xylem Inc.
Caleb.drass@xylem.com

Term: May 14, 2026 through June 30, 2027

This contract locates, assesses, tests, and performs maintenance on valves and hydrants in the JXN Water system. Wachs Water has FTE assigned to JXN Water. Payment is based on unit prices established in the contract.

This contract is managed by the Chief of Water Operations.

1.7 Backflow Solutions, Inc. – Cross Connection Program Management

Backflow Solutions, Inc. (BSI)
PO Box 246
Worth, IL 60482
800-414-4990
Daisy Sanchez, Account Manager
dsanchez@backflow.com

Term: Annual with automatic renewals

This contract provides notification and data management services for JXN Water's cross connection prevention program. BSI notifies customers with backflow preventors of the needed annual testing, collects test reports, and maintains regulatory required data for all backflow preventors on the JXN Water system. Payment is an annual subscription.

This contract is managed by the Chief Data Officer.

1.8 Fuse.Cloud – IT and Phone System Managed Services

Fuse.Cloud
1510 N. State Street
Jackson, MS 39202
601-500-7922
Tyler Kelly, Strategic Account Manager
tyler@fuse.cloud

Term: 36 months through 2029

This contract provides IT network and phone system managed services supporting JXN Water's information technology requirements.

This contract is managed by the Chief Data Officer.

1.9 PROTEL – Call Center Services

PROTEL, Inc.
1048 Centre Point Blvd
Pearl, MS 39208
601-939-0990
Chad Davis, Vice President/CFO
cdavis@protel.org

Term: Month to month

This contract provides call center services to JXN Water. The contract requires six dedicated representatives for JXN Water calls from 8 am to 5 pm, Monday through Friday. All other hours, calls are handled by generalists within the call center. PROTEL has 25 FTE supporting JXN Water with 24/7/365 services. Monthly call volumes have averaged around 15,000 since collection efforts went into full production in late 2025. The contract has pricing set with a base number of call minutes per month and a rate per minute for PROTEL handles all inbound calls for JXN Water and dispatches repair crews directly through JXN Water's work order management system. The overwhelming majority of calls are associated with billing and payment inquiries.

This contract is managed by the ITPM with support from JXN Water's Lead Communications Officer, Chief Data Officer and Southern Infrastructure Solutions.

2 Billing and Collection Related Contracts

2.1 Utility Metering Solutions, LLC - Professional Services - Meter Maintenance Services

Utility Metering Solutions, LLC (UMS)

211 E Thomas St

Hammond, LA 70403

985-320-2350

Danicia Shaffer

Danicia.shaffer@umswater.com

Term: Unlimited automatic annual renewals.

This contract is a lump sum contract (\$2,920,620 annually) to provide field activities in support of JXN Water's billing and collections. UMS has 13 FTE assigned to this JXN Water contract. Work includes but is not limited to turn-ons, turn-offs, meter troubleshooting, new installs, change outs, removals, etc. Crews work weekdays and emergency response crews are available on-call 24/7. Work orders are issued from JXN Water's work order management system in conjunction with JXN Water's customer billing system.

This contract is managed by JXN Water's Chief Data Officer with contracted support from Southern Infrastructure Solutions.

2.2 Sustainability Partners, LLC – Master Utility Service Agreement for Meters-as-a-Service

Sustainability Partners, LLC (SP)

3133 W Frye Rd, Suite 101

Chandler, AZ 85226

949-923-0010

Adam Cain, COO

acain@s.partners

Term: Monthly with unlimited automatic renewals

This contract was assigned to JXN Water, Inc. from the City of Jackson. The City of Jackson entered this agreement in 2020 for new water meters and associated items under a Master Utility Service Agreement (MUSA). Under the terms of the agreement new AMI meters were installed at all service points throughout the Jackson water system. Those meters remain the property of SP and are "leased" by JXN Water on a monthly basis. SP is responsible for the maintenance of the meters, ensuring each meter records accurate reads each month. Payment is based upon the number of

meters that provide billing reads each month, with unit costs based upon the meter size. Currently the monthly payment is approximately \$530,000.

This contract is managed by the ITPM with support from JXN Water's Chief Data Officer and Southern Infrastructure Solutions.

2.3 BOSS USA, Inc. – Meter-to-Cash as a Service Business Systems & Processes

BOSS USA, Inc.
5755 North Point Parkway, Ste. 37
Alpharetta, GA 30022
303-717-4729
Damon Brown
Damon.brown@BOSSusa.com

Term: June 2026 through May 2029

This contract is a continuation of a contract that the City of Jackson had entered into with BOSS USA, Inc., prior to the Stipulated Order. That contract was modified several times since November 2022, with the latest modification negotiated in May 2026 and now in effect through May 2029. This is a lump sum (\$7,555,406.40) contract for all the required Oracle licenses and cloud hosting services, operations and management of the Oracle CCS billing system and associated digital channels, and professional services for development of enhancements to the customer experience.

This contract is managed by the ITPM with support from Southern Infrastructure Solutions.

2.4 Southern Infrastructure Solutions – Meter-to-Cash Management

Southern Infrastructure Solutions, LLC
3611 Hawthorn Drive
Jackson, MS 39216
228-257-2166
Carla Dazet, Sole Member
ccdazet@yahoo.com

Term: Monthly with automatic renewals

This contract provides utility consulting, financial and technical services to support operations of current billing, payment, and collection operations as well as the transition to a full meter-to-cash solution. Contractor provides embedded staff augmentation resources as needed, providing overall

supervision and management of all billing system functions. Payment is based on established hourly rates.

This contract is managed by the ITPM.

3 Professional Engineering Services Contracts

3.1 STANTEC CONSULTING, INC - PROFESSIONAL SERVICES – Water Distribution System Management and Design

Stantec Consulting Services Inc
2600 Lakeland Terrace, Suite 200
Jackson, MS 39216
832-654-8395
Pat Brown, Senior Principal / Senior Project Manager
Pat.Brown@stantec.com

Term: Annual with automatic renewal

This contract provides management and design services for the JXN Water distribution system. Services include maintenance of the hydraulic model, GIS, and asset management system; field inspection services; design for distribution capital improvement projects; management of SRF projects and required documentation; and related services as required. Payment is based on hourly rates established in the contract and adjusted annually.

This contract is managed by the ITPM with support from the Chief of Water Operations.

3.2 Brown and Caldwell – Professional Services – Sewer Program Management

Brown and Caldwell
990 Hammond Dr.
Atlanta, GA 30328
Phone: 704-373-7120
Richard Stahr, P.E.
RStahr@brwnncald.com

Term: Annual with automatic renewals

This contract provides professional engineering services for overall program management of the sewer system for JXN Water. Work includes using the sewer system hydraulic model to evaluate capaCity to accept new flows, identify deficiencies in the existing system; modeling hydraulic and

treatment capacity of the wastewater treatment plants; developing the Further Measures Plan and other deliverables required by the Stipulated Order; coordinating USACE projects funded with Section 219 funds; preparing reports; acting as the owners representative for various design, construction, and operation contracts; and other related tasks as required. Payment is based on hourly rates established in the contract and adjusted annually.

This contract is managed by the ITPM.

3.3 Kimley-Horn and Associates, Inc. – Professional Services for Sewer Collection System Design

Kimley-Horn and Associates, Inc.
2 North 20th Street, Suite 800
Birmingham, AL 35203
205-999-1033
Kirk Mills, P.E.
kirk.mills@kimley-horn.com

Term: Annual with automatic renewals

This contract provides professional engineering services for design of projects, repairing or upgrading the sewer collection system. Work includes conceptual design, surveying, preparation of plans and specifications, pre and post construction services, and related tasks. Payment is based on hourly rates established in the contract and adjusted annually.

This contract is managed by the ITPM with support from Brown and Caldwell.

3.4 HDR Engineering, Inc. – Professional Services for Water Plant Engineering and Design, and for Communications Support

HDR Engineering, Inc.
190 East Capitol Street, Suite 425
Jackson, MS 39201-2160
251-610-9118
Scott R. Todd, P.E.
scott.todd@hdrinc.com

Term: Annual with automatic renewals

This contract provides professional engineering design services for repair and modernization of facilities and unit processes at JXN Water's water treatment plants. Work includes conceptual

design, surveying, preparation of plans and specifications, pre and post construction services, and related tasks. Payment is based on hourly rates established in the contract and adjusted annually.

This contract is managed by the ITPM with support from the Communications Officer and Jacobs.

3.5 Jacobs Engineering Group, Inc. – Professional Services for Water Treatment Process Engineering and Program Management

Jacobs Engineering Group Inc.
25 W. Cedar Street, Suite 350
Pensacola, FL 32502
251-591-9248
David Stejskal, P.E.
david.stejskal@jacobs.com

Term: Annual with automatic renewals

This contract provides professional engineering services to support water treatment process repairs and improvements at all JXN Water's water treatment plants; overall program management of the drinking water system including management of the SRF program; and related water treatment technical and engineering support as required. Payment is based on hourly rates established in the contract and adjusted annually.

This contract is managed by the ITPM.

4 Financial Services Contracts

4.1 PFM Financial Advisors, LLC – Financial Advisory Services

PFM Financial Advisors, LLC
530 Oak Court Drive, Suite 160
Memphis, TN 38117
901-466-4556
Ricardo Callender, Director
callenderr@pfm.com

Term: November 30, 2022, through December 31, 2026

This professional services agreement provides financial advisory services including development and maintenance of a long-term financial model; management of existing debt; developing

Financial Management Plans and updated as required; advising and coordinating potential new debt needs and opportunities; and related services. Payment is on a monthly retainer basis.

This contract is managed by the ITPM.

4.2 Matthews Cutrer and Lindsay, P.A. – Accounting Services

Matthews Cutrer and Lindsay, P.A.
Certified Public Accountants
120 Highland Colony Parkway, Suite 500
Ridgeland, MS 39157
601-898-8875
Kim Hardy, CPA/CFF, Shareholder
Kim.hardy@mcl.com

Term: Annual with unlimited renewals

This professional services engagement is for accounting services including but not limited to maintenance of JXN Water's financial records (QuickBooks), monthly bank statement reconciliation, preparation of annual financial statements, coordinating annual external audit, payroll services, and related financial management activities. Payment is based on hourly rates adjusted annually.

This contract is managed by the ITPM.

5 Legal Professional Services

5.1 AquaLaw, PLC – Legal Services – General Counsel

AquaLaw, PLC
6 South 5th Street
Richmond, VA 23219
804-716-9021
F. Paul Calamita, Chairman
paul@aqualaw.com

Term: Annual with unlimited renewals

This professional services engagement is for legal services, including Paul Calamita's services as general counsel for JXN Water, Inc. Payment is based on hourly rates adjusted annually.

This contract is managed by the ITPM.

5.2 Forman Watkins & Krutz, LLP – Legal Services – Local Counsel

Forman Watkins & Krutz, LLP
210 East Capitol Street, Suite 2200
Jackson, MS 39201
601-960-8600
Malissa Wilson
malissa.wilson@formanwatkins.com
Charles Mitchell McGuffey
mitch.mcguffey@formanwatkins.com

Term: Annual with unlimited renewals

This professional services engagement is for legal services including Malissa Wilson's services as local counsel for JXN Water, Inc. Payment is based on hourly rates adjusted annually.

This contract is managed by the ITPM.

6 Insurance

Ross and Yerger
PO Box 1139
Jackson, MS 39215-1139
601-944-9701
Marcus D. Burger, CSRM, Vice President/Shareholder
mburger@rossandyerger.com

Ross and Yerger serves as JXN Water's insurance broker. The current policies and coverages are as follows:

JXN Water		
Coverage	Renewal (2026-2027)	
Workers Compensation	Carrier:	Accident Fund
	Premium:	\$ 8,180
	Payroll:	\$ 1,300,000
	Average Rate:	\$ 0.6292
Package (Property/Liability)	Carrier:	IAT
	Property Premium	\$ 5,975
Liability	Carrier:	Scion (Lloyds)
	Premium:	\$ 175,000.00
	Taxes & Fees	\$ 14,457.13
Umbrella	Carrier:	Scion (Lloyds)
	Premium:	\$ 85,000.00
	Taxes & Fees	\$ 7,771.25
Automobile	Carrier:	Geico
	Premium:	\$ 50,408
	Units:	9
	Average Cost Per Unit:	\$ 5,601
Total Summary	Premium:	\$ 324,563
	Taxes & Fees	\$ 22,228
	Grand Total	\$ 346,791.38

7 Miscellaneous Vendors Supporting JXN Water, Inc.

7.1 Billing

- Bill printing and mailing services:

Doxim Utilitec, LLC
 1911 Woodslee Avenue
 Troy, MI 48083
 (330) 785-6223
janet.schuckert@doxim.com

- Payment processing services:

Paymentus Group, Inc.
 11605 North Community House Road, Suite 300
 Charlotte, NC 28277
 (704) 243-8859
billing@paymentus.com

- Cash collection services:

Loomis Holding US, Inc., and Subsidiaries
2500 CITYWEST BLVD SUITE 2300
HOUSTON, TX 77042
(832) 925-5314
gabriel.garza@us.loomis.com

7.2 Occupancy

- Security for buildings

Sewell Protection Agency, LLC
5859 Old Canton Road
Jackson, MS 39211
(601) 862-3447
christophersewell678@gmail.com

- Janitorial Services for 1054 Greymont

Bless Hands Cleaning Services, LLC
819 Eagles Nest Drive
Byram, MS
39272
6014972297
sheliaburns49@yahoo.com

- Pest Control

New South Pest Control
172 Ludlow Road
Pearl, MS
39208
6015407378
nspc2003@att.net

- General Maintenance and Repairs

Bruff Construction

4836 North State Street

Jackson, MS

39206

6013165342

bruffconstruction@att.net

- Grounds Maintenance

Southern Lawn Specialties, Inc.

279 Palmer Cove

Jackson, MS

39212

6019425041

apalmer1191@gmail.com