



SEWERAGE AND WATER BOARD OF NEW ORLEANS

QUARTERLY REPORT ON OPERATIONS

QUARTER 4 (OCT., NOV., DEC.) 2024



REPORT CONTENTS

SECTION I. STANDARD INDUSTRY METRICS FOR BEST PRACTICE	3
SECTION II. PREVENTION OF WASTE AND FRAUD	6
SECTION III. PERFORMANCE METRICS FOR EMPLOYEES & CONTRACTORS	7
SECTION IV. COORDINATION WITH DEPT. OF PUBLIC WORKS	9
SECTION V. EFFICIENCY AND EFFECTIVENESS OF INFORMATION SYSTEMS	12
SECTION VI. TECHNOLOGIES, OPERATION PROGRAMS, & SYSTEM REDUNDANCIES & SERVICE IMPROVEMENTS	13
SECTION VII. OPERATIONAL REFORMS, CAPITAL IMPROVEMENTS & SERVICE ASSURANCE PROGRAMS	13
SECTION VIII. IDENTITY & DETAILED INFORMATION ON THE STATUS OF ALL PROJECTS AND IMPROVEMENTS MADE SINCE THE CLOSE OF LAST QUARTER	16



SECTION I. STANDARD INDUSTRY METRICS FOR BEST PRACTICE

A. PERCENTAGE OF WATER LOSS

Background. Utilities typically incur water loss in two ways. “Real loss” occurs when treated water is physically lost through leaks in pipes and other parts of the distribution system. “Apparent loss” occurs when treated water has been “lost” through unauthorized consumption (theft), aging or defective meters, meter reading inaccuracies, or billing and data errors. On average, utilities nationwide lose 16% of treated water.¹

Quarterly Update. As illustrated in Table A, the Sewerage and Water Board of New Orleans (SWBNO) lost 71.7% of its treated water year to date through Q4 2024. SWBNO currently lacks the capability to track the various reasons that can cause “real” and “apparent” water loss. However, the utility is actively pursuing projects that will provide meaningful improvements regarding water data, including the Smart Metering Program and the Water Quality Master Plan (both discussed in detail below). SWBNO has also installed real-time metering at its Eastbank facility, which will improve the utility’s ability to accurately track water production rates and how much treated water is leaving the plant in real-time.

TABLE A: Q4 2024 WATER LOSS DATA

Water Produced 57.9 million gallons	Water Billed (Water Consumed and Billed) 16.3 million gallons (28.3%)	Non-Revenue Water (Water Consumed by Public Entities and not Billed)* (Water Loss) 41.6 million gallons (71.7%)
---	--	---

* Non-Revenue Water includes authorized consumption by certain public entities that are not billed for water usage in accordance with La. R.S. 33:4096.

B. PERCENTAGE OF WATER PAID

Table B: Percentage of Water Paid for Water System in Q4 2024

Water System	Billed*	Collected**	% Paid
Q4 2024	\$21,387,416 (estimated)	\$22,954,590	107%
Q3 2024	\$26,303,179	\$26,424,675	100%
Q2 2024	\$27,686,473	\$28,363,959	102%
Q1 2024	\$28,331,692	\$29,803,051	105%

¹ United States Environmental Protection Agency (EPA), [Water Audits and Water Loss Control for Public Water Systems](#), July 2013.



* *Estimated Billed*

** *Cash basis inclusive of payment plans*

Table C: Percentage of Water Paid for Sewer System in Q4 2024

Sewer System	Billed*	Collected**	% Paid
Q4 2024	\$39,458,887	\$40,368,180	102%
Q3 2024	\$34,413,547	\$35,473,452	103%
Q2 2024	\$35,496,484	\$ 35,059,999	99%
Q1 2024	\$36,332,065	\$36,851,711	101%

* *Estimated Billed – FY24 billed revenues to be reviewed for adjustments related to customer credits*

** *Cash basis inclusive of payment plan*

C. RECEIVABLES OUTSTANDING & DELINQUENCY SCHEDULE

Table D: Delinquent Customer Accounts as of Q4 2024 (November 30, 2024)

Customer Type	Total # of Accounts	Total # of Delinquent Accounts*	Total % of Delinquent Accounts*	Total (\$) Due from Delinquent Accounts*
Residential	122,026	21,078	17%	\$38,646,238
Multi-Family	4,518	746	17%	\$7,036,406
Commercial	12,747	1,591	12%	\$17,951,906
TOTAL	139,291	23,145	17%	\$63,634,550

* *Delinquent accounts include those with bills that are 60 days past due.*²

- **Promise Pay.** In Q1 2024, SWBNO launched Promise Pay, a new program that allows customers to enroll in an interest-free plan with flexible payment options, keep their account in good standing, and avoid a water shut-off. As of Q4 2024, customers are enrolled in 13,375 payment plans. SWBNO has collected \$10.1 million, and customers have committed to paying more than \$24 million in future payments.³
- **Additional Support to Analyze Delinquent Accounts.** SWBNO has onboarded new staff to enhance its ability to analyze and resolve delinquent accounts. The utility has also retained a consultant (Protiviti Government Services) to analyze delinquent accounts, determine the primary causes of debt, and recommend a course of action. Recommendations on both gaps in collections processes and an evaluation of delinquent accounts has been provided to management and is

² SWBNO, [Delinquent Bill Process](#), Updated November 2023.

³ Customers interested in enrolling in Promise Pay can sign up [here](#).



being considered along with enrollment in Promise Pay payment plans which is the primary tool for customers to return into good payment standing.

D. CUSTOMER SERVICE IMPROVEMENTS

1. PERFORMANCE DATA

10,582

Walk-in customers served at
Customer Service Centers in
Q4 2024

12,262

Customer emails answered in
Q4 2024

53,835

Customer calls answered in
Q4 2024

Table E: Call Center Performance Data for Q4 2024

Month	Total Calls Received	Total Calls Answered	Total % Calls Answered	Total # Calls Dropped	Total % Calls Dropped	Average Wait Time
October	22,356	19,231	86%	3,123	14%	3:10
November	22,534	16,913	75%	5,616	25%	6:47
December	25,375	17,691	70%	7,672	30%	17:04
TOTAL	70,265	53,835	77%	16,411	23%	9:00

2. CUSTOMER SERVICE TRAINING

In Q4 2024, the Customer Service Department provided hands-on training to prepare employees for the implementation of the new customer online platform. Employees reviewed talking points and prompts to explain the program and guide customers through the enrollment process. The Customer Service Department also continued to provide refresher training courses to existing employees and develop onboarding training materials for new employees.

3. BILLING DISPUTES

During Q4 2024, SWBNO continued the transition process of enabling an outside, third-party consulting firm, selected by the City Council, to hear and handle customer billing disputes.⁴ The transition process was completed in a timely manner and the firm began receiving and handling billing disputes at the end

⁴ New Orleans City Council, Ordinance Calendar No. 34,775, adopted September 5, 2024.



of Q3 2024. SWBNO is committed to supporting the firm and its efforts to resolve customer disputes on the utility's behalf.

In addition, SWBNO continues to work with State and local officials to stand up a new arbitration process as set forth in [Act 393](#) of the Louisiana Legislature's 2024 Regular Session. The new process will provide two arbiters for each council district who will meet regularly at public facilities located within each district and have the authority to review and resolve account disputes.

SECTION II. PROCESSES & INDICATORS FOR PREVENTION OF WASTE OR FRAUD

Background. As a steward of public funding and resources, SWBNO is committed to maintaining a system of Anti-Fraud, Waste, and Abuse (AFWA) during the regular course of its operations. To this end, SWBNO uses various policies, processes, and procedures to prevent, detect, report, and rectify fraud, waste, or abuse wherever it may exist throughout the utility.

Quarterly Update.

- **Internal Audit Activity.** While there were no audit reports issued during Q4 2024, there are three ongoing reviews being conducted by the SWBNO Internal Audit (IA) Department. Those three reviews are as follows:
 - **Plumbing.** IA is reviewing the licensing, permitting, and inspection functions performed by the Plumbing Department. Final audit workpapers are under review by management.
 - **Service Connections & Inspections.** IA is reviewing internal controls surrounding customers' connections to the municipal system and the inspections thereof. The planning stage of this review is being rounded out, and audit testing will begin in Q1 2025.
 - **Hazardous Chemical Handling Pay.** IA initiated a review of Hazard Chemical Handling Pay during Q4 2024, and the review is in the planning stage.
- **Municipal Water Pollution Prevention Environmental Audit.** Results of the 2023 annual environmental audit of both the East Bank and West Bank Wastewater Treatment Plants were presented during the Q4 2024 Audit Committee Meeting. The audits were performed by SWBNO's Director of Environmental Affairs in accordance with the requirements set forth by the Louisiana Department of Environmental Quality.



- **Change Order Modification Review Committee.** This non-voting committee, comprised of representatives from the Finance, General Superintendent, Legal, and Product Delivery Unit departments, meets regularly to discuss change orders introduced by SWBNO project managers. In Q4 2024, the committee reviewed 10 change orders in the amount of \$3.6 million, four contract amendments in the amount of \$5.3 million, and two contract renewals in the amount of \$1 million, all of which were subsequently approved by the board.
- **Lighthouse Reporting System.** SWBNO continues operating its internal reporting system, which encourages employees to submit complaints regarding waste, fraud, and abuse for investigation.

SECTION III. PERFORMANCE METRICS FOR EMPLOYEES & CONTRACTORS

A. METER READING

Background. According to the American Water Works Association (AWWA), “[m]eters should be read at sufficiently frequent intervals appropriate to support the utility’s understanding of volume of production, rate structure and to provide accurate bills and feedback to its customers.”⁵

Quarterly Update. SWBNO continues to make progress on smart meter installations and seek operational efficiencies in its meter reading department. These ongoing efforts are improving the utility’s ability to perform its meter reading function and positioning it to conduct monthly actual reads on all remaining mechanical meters at the beginning of 2025.⁶

B. WATER SYSTEM WORK ORDERS & PERFORMANCE METRICS

In Q4 2024, SWBNO completed more than 4,400 water system work orders. SWBNO’s Networks Department primarily performed this work, with assistance from the utility’s contractors.

Table I: Q4 2024 SWBNO Networks Department Water System Performance Metrics

⁵ American Water Works Association, [AWWA Policy Statement on Metering and Accountability](#), Revised January 2019.

⁶ Beginning January 1, 2025, SWBNO will be prohibited from submitting a bill to customers based on estimated services. See [Act 703](#) of the Louisiana Legislature’s 2024 Regular Session.



SWBNO Networks Dept. Work Order Type	Work Orders Created Q4 2024	Work Orders Completed Q4 2024	Average Days to Completion Q4 2024
Hydrant Leak	533	343	70
Service Leak	3,002	3,002	28
Main Break	291	285	24
Meter Inspection/Repair	959	828	34
TOTAL	4,785	4,458	39

Table J: Q4 2024 SWBNO Contractors Water System Performance Metrics

SWBNO Contractor Work Order Type	Work Orders Created Q4 2024	Work Orders Completed Q4 2024	Average Days to Completion Q4 2024
Hydrant Leak	15	8	84
Service Leak	45	40	131
Main Break	42	25	86
Meter Inspection/Repair	0	0	0
TOTAL	102	73	75

C. SEWER SYSTEM WORK ORDERS & PERFORMANCE METRICS

In Q4 2024, SWBNO completed more than 1,000 sewer system work orders. SWBNO's Networks Department primarily performs this work, with assistance from the utility's contractors.

Table K: Q4 2024 SWBNO Networks Department Sewer System Performance Metrics

SWBNO Networks Dept. Work Order Type	Work Orders Created Q4 2024	Work Orders Completed Q4 2024	Average Days to Completion Q4 2024
House Connection Backup	682	679	0
House Connection Overflow	114	114	0
Lead Repair	214	221	40
Main Repair	30	27	95
Manhole Overflow	81	81	0
TOTAL	1,121	1,122	27



Table L: Q4 2024 SWBNO Contractors Sewer System Performance Metrics

SWBNO Contractor Work Order Type	Work Orders Created Q4 2024	Work Orders Completed Q4 2024	Average Days to Completion Q4 2024
House Connection Backup	0	0	0
House Connection Overflow	0	0	0
Lead Repair	22	46	188
Main Repair	14	38	186
Manhole Overflow	0	0	0
TOTAL	36	84	75

D. PAVEMENT REPAIR WORK ORDERS & PERFORMANCE METRICS

In Q4 2024, SWBNO and its contractors completed more than 1,100 paving work orders. SWBNO continues to work toward its goal of fully eliminating the paving backlog and completing paving repairs within four weeks of creating a work order.

Table M: Q4 2024 Pavement Repair Performance Metrics

Work Order Responsibility	Total Open Work Orders Q4 2024	Work Orders Created Q4 2024	Work Orders Completed Q4 2024	Average Days to Completion Q4 2024
SWBNO	205	1016	887	24
SWBNO Contractors	134	115	256	138
TOTAL	339	1,121	1,143	81

* Project delays involving the Joint Infrastructure Recovery Roads Program (JIRR) and Sewer System Evaluation & Rehabilitation Program (SSERP) have extended the completion timeframe for some work orders managed by SWBNO's contractors.

SECTION IV. COORDINATION WITH DEPT. OF PUBLIC WORKS

A. DRAINAGE SYSTEM CONSOLIDATION

[Act 763](#) of the Louisiana Legislature's 2024 Regular Session gives SWBNO responsibility for all drainage operations in the City of New Orleans. This change will require SWBNO to assume responsibility for the



“minor” drainage system currently managed by the Department of Public Works (DPW), which includes catch basins and other aspects of subsurface drainage. SWBNO is working with the administration and the City Council to identify funding sources that will enable the utility to maintain the minor drainage system in a manner that provides an acceptable level of service. SWBNO continues to collaborate with local officials with the goal of securing the needed funding and will be prepared to assume the additional drainage responsibility in early 2025.

B. JOINT INFRASTRUCTURE RECOVERY ROADS PROGRAM (JIRR)

JIRR Quarterly Summary – Q4 2024

The Department of Public Works for the City of New Orleans together with the Sewerage & Water Board of New Orleans is pleased to present the progress report for the JIRR Program, End of Quarter 4, 2024.

Program Data as of December 31, 2024:

- 26 Projects in the Planning Phase
- 61 Projects in Design
 - Preliminary Design – 8
 - Final Design – 53
- 49 Projects Merged into others
- 13 Projects in the Bid & Award Phase
- 21 Projects under Construction
- 13 Projects Completed
 - Construction Substantial Completion
- 91 Projects in Contract Close-Out

PHASE	PROJECTS	PHASE %	PROGRAM FUNDING	% FUNDS	TOTAL EXPENDITURES
Planning	26	9.5%	\$ 383,741,069	21.8%	\$ -
Preliminary Design	8	3%	\$ 3,974,188	0.2%	\$ 1,237,277
Final Design	53	19%	\$ 18,984,184	1%	\$ 10,884,624
Merged	49	18%	\$ 22,895,431	1.3%	\$ 14,353,143
Bid & Award	13	4.7%	\$ 5,992,348	0.3%	\$ 2,919,991
Construction	21	8%	\$ 439,937,052	25%	\$ 232,377,284
Complete	13	5%	\$ 280,885,474	15.9%	\$ 229,301,728
Contract Closeout	91	33%	\$ 605,498,982	34.4%	\$ 581,305,804
PROGRAM TOTALS	274		\$ 1,761,889,709		\$ 1,072,379,851

The Department of Public Works and the Sewerage & Water Board of New Orleans have been working diligently to execute the Joint Infrastructure Recovery Request Program. We appreciate the assistance and support of FEMA and GOHSEP as we continue to execute this program for the benefit of all citizens of the City of New Orleans and Orleans Parish.





JIRR Project Activity by Period – Q4 2024

Project Activity	Prior To Q1 2022	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Program Totals
Moved to Design	196	4	11	4	2	1	2	3	3	4	2	2	-	234
FEMA Submitted	171	8	2	1	0	2	0	0	1	1	1	0	-	187
FEMA Approved	160	10	6	3	0	0	0	0	2	1	1	1	-	184
Bid Opening	87	0	6	3	0	3	1	6	2	1	2	2	2	115
NTP Construction	89	2	2	3	8	5	0	1	5	-	2	5	2	124
Substantial Completion	37	6	6	5	6	4	6	3	8	1	6	5	2	95

C. DRINKING WATER TRANSMISSION MAINS

SWBNO continues progress on replacing aging transmission mains within its water distribution system. These federally funded projects are managed by SWBNO in cooperation with the City of New Orleans as part of the Joint Infrastructure Recovery Roads Program (JIRR).

Table N: Transmission Main Projects (Locations)

Completed Projects	In Progress
South Claiborne Completed April 2024	South Claiborne & Third St. Anticipated Completion February 2025 Decatur & St. Peter Anticipated Notice to Proceed May 2025



SECTION V. EFFICIENCY AND EFFECTIVENESS OF INFORMATION SYSTEMS

SWBNO has started a multi-year undertaking to replace critical information and management systems. These new systems will modernize SWBNO's operations in key areas, including financial management, human resources, customer billing, and asset management. The need to update and modernize technology has been prioritized by SWBNO, as outlined in the utility's five-year [strategic plan](#). Updates for Q4 2024 include:

- **New Financial Management System.** SWBNO remains on track to implement a new, industry-leading financial management system in early 2026. In Q4 2024, SWBNO continued the implementation phase to ensure the new system meets the needs of the utility, which include increasing data availability, improving administrative efficiencies, and strengthening transaction transparency.
- **New Human Resources Management System.** In Q4 2024, SWBNO finalized an RFP to begin procurement on a new fully functional human resources/payroll system (HRP) and human capital management system (HCM). The RFP is planned to be advertised in early Q1 2025. A new system will improve the utility's ability to manage workforce data, which impacts retention, recruitment, and workforce development. The utility plans to implement a new human resources management system by 2027.
- **New Billing Software System.** In Q4 2024, SWBNO completed its needs assessment for a new billing software system and is performing final reviews of an RFP in order to begin procurement processes for a new utility billing system. The new billing system will, among other things, improve administrative functions and efficiency, as well as enhance data accuracy and revenue collection. The utility's goal is to implement a new billing system by 2028.
- **New Asset Management System.** In Q4 2024, SWBNO completed its needs assessment for a new Enterprise Asset Management (EAM) software system and is performing final reviews of an RFP in order to begin procurement processes for a new EAM System. The new system will enable SWBNO to track the maintenance needs of existing buildings, infrastructure, and equipment, as well as plan for future capital needs. The utility's goal is to implement a new asset management system by early 2028.



SECTION VI. ASSESSMENT & STATUS OF TECHNOLOGIES & OPERATION PROGRAMS & STRATEGIES FOR SYSTEM REDUNDANCY & SERVICE IMPROVEMENTS

A. PUMPING AND POWER DASHBOARD

SWBNO maintains a [Pumping and Power Dashboard](#) on its website that provides the public with regular updates on pumps, pump maintenance, and power.⁷ The utility created the dashboard to serve as a resource of information and improve transparency around the utility's operations.

B. SMART METER INSTALLATION DASHBOARD

SWBNO has developed a [Smart Metering Dashboard](#) that depicts where smart meters have already been installed, enabling customers to see installation progress citywide. The dashboard also illustrates pending installations, indicating locations that are scheduled to receive a smart meter within the next three months.⁸

C. NEW CUSTOMER PORTAL

In Q4 2024, SWBNO launched a new, [user-friendly online customer account](#). The new account format provides details about water usage (including hourly, daily, and monthly meter readings), enables customers to receive alerts and notifications regarding account and usage activity, and illustrates key data points in easy-to-understand graphs and charts. In addition, the account empowers customers to learn more about their water usage based on smart meter data and, if desired, make conservation choices.

SECTION VII. OPERATIONAL REFORMS, CAPITAL IMPROVEMENT PROGRAMS, & SERVICE ASSURANCE PROGRAMS

A. POWER COMPLEX

Progress on the new Power Complex remains on track for completion by summer 2025. Major initiatives that have already been constructed include the Entergy substation and the Utility Rack, which were the

⁷ The Pumping and Power Dashboard can be accessed here: <https://www.swbno.org/Projects/PumpingandPower>.

⁸ The Smart Metering Dashboard can be accessed here: <https://www.swbno.org/Projects/SmartMetering>.



first major construction projects of the program. The major items on the foundation contract were completed, allowing for the delivery and installation of the components of Turbine 7, which was a major project milestone. In Q4 2024, SWBNO began the last major contract, which utilized current available funding, for the installation, testing, and commissioning of the new frequency changers and turbine. Along with Turbine 7, all three static frequency changers have been delivered to the site. Additionally, medium voltage electrical cable began being delivered and installed.

An additional funding source for future contracts was secured as part of a grant awarded to the State of Louisiana from the Department of Energy for the Louisiana Hubs for Energy Resilient Operations (HERO) program, which will allow SWBNO to connect drinking water pumps to the new substation. SWBNO continues to be in contact with the Louisiana Department of Natural Resources, the office that will administer the grant, on the next steps in the process to begin work.

B. SMART METER PROGRAM

- **Installation Progress.** At the end of Q4 2024, more than 76,000 smart meters have been installed. SWBNO has reached a major milestone in this project as more than half of all customer accounts have a new smart meter.
- **New Smart Meter Bills.** As of Q4 2024, SWBNO has issued more than 346,498 smart meter bills. SWBNO has started targeted communications with customers to assure them that smart meter data and smart bills are accurate.
- **Improved Leak Detection.** By utilizing new smart meter data, SWBNO has sent more than 23,500 notifications of potential leaks. Almost 42% of those customers repaired the leaks, which saved over 15 million gallons of lost water and more than \$900,000 on customer bills.

C. LEAD SERVICE LINE REPLACEMENT PROGRAM

A major water system infrastructure project on the horizon is SWBNO's Lead Service Line Replacement Program. The purpose of the program is to improve public health by locating, removing, and replacing all lead service lines (learn more about lead awareness [here](#)). Key steps to carry out this project are already underway. Major Q4 2024 updates include:

- **Lead Service Line Inventory.** SWBNO has completed its citywide inventory, which requires locating and documenting the composition of all service lines (e.g., lead, other materials, unknown materials). The interactive online map can be accessed through the [Lead Awareness](#) webpage. Notifications to customers with lead, galvanized steel, and unknown service lines were mailed with information about the program and their service line material.



- **New Law.** [Act 527](#) of the Louisiana Legislature's 2024 Regular Session addresses right-of-entry hurdles associated with the replacement of lead service lines. Pursuant to the new law, a municipality can adopt an ordinance granting a water utility right-of-entry on private property for the replacement of lead service lines as long as certain notice requirements to property owners and residents are met. While the new law applies to municipalities statewide, efforts to introduce the legislation were spearheaded by SWBNO and the New Orleans legislative delegation.
- **Program Management.** SWBNO is hiring a program management firm to manage the lead service line replacements, inventory, mitigation, and communications required by the Environmental Protection Agency (EPA). A request for proposals for program management services was released in Q4 2024.
- **Public Education and Communication.** SWBNO continues to develop a strategic communications plan and key messaging materials about the program.

D. WATER QUALITY IMPROVEMENTS

The water quality master plan will identify the next level of investments and upgrades needed at the Carrollton and Algiers water treatment plants. It will consider new technology, the current and changing regulatory landscape, and the potential impacts of climate change. During Q4 2024, master planning efforts continued moving forward. SWBNO anticipates the completion of the water quality master plan by Q4 2025.

E. SELA DRAINAGE PROJECTS

The U.S. Army Corps of Engineers (USACE) recently awarded the second contract, SELA 72.2, for the General De Gaulle Drive Drainage Canal Improvement Project. This project will include drainage improvements in Algiers, as well as earthen levee improvements near the Algiers Outfall Canal. SELA 26 Florida Ave Phase IV is in closeout and USACE plans to bid the second part of the contract in summer 2025.

F. SWBNO WORKFORCE

SWBNO continues moving forward with its workforce model study, the People Plan. The study includes three phases: 1) an assessment of SWBNO's current workforce model, policies, and practices; 2) an evaluation of other utilities and whether their policies and practices could lead to improvement at SWBNO; and 3) identifying changes or improvements supported by employees. In Q4 2024, SWBNO completed the final phase of the People Plan. The next steps will be to circulate the Plan to employees throughout the utility and gauge employee support.



Table O: Q4 2024 Workforce Data

	Vacant Positions	New Hires	Resignations	Terminations	Retired
Q4 2024	79	58	18	9	2
Q3 2024	117	71	28	12	4
Q2 2024	134	79	43	25	1
Q1 2024	128	29	0	12	1

SECTION VIII. IDENTITY & DETAILED INFORMATION ON THE STATUS OF ALL PROJECTS AND IMPROVEMENTS MADE SINCE THE CLOSE OF LAST QUARTER

See information and updates included in Section VII (Operational Reforms, Capital Improvements, and Service Assurance Programs).