



November 29, 2022

Board of Trustees  
Mr. Rudy D. Garza, President & CEO

Dear Trustees and Mr. Garza:

Attached is our monthly Enterprise Performance Update which includes results through October 31, 2022. This report, which will be posted to our website following the November 29, 2022 Board of Trustees meeting, includes three components:

- Update on financial performance (to be presented at the Board of Trustees meeting)
- Update on Key Results
- Update on Tier 1 metrics

### **Financial Performance**

Higher fuel costs and weather continue to drive incremental revenue, which in turn is being used to cover fuel costs and city payment. We are seeing persistent past due receivables and associated bad debt expense. As a result, our financial performance is below our budget YTD, and our forecasted full year FY2023 financial performance is also expected to be below plan. However, we continue to forecast our key financial metrics will remain at acceptable levels (i.e., higher than Rating Agency thresholds) for FY2023.

YTD financial highlights include:

- Total top line revenue was \$383.5 million above plan due to high fuel costs and weather.
- Total fuel & regulatory costs were \$371.6 million above plan and City Payment was \$46.5 million higher than plan.
- Our past-due receivables now exceed \$200M, and the associated bad debt expense (which is a reduction in revenue) is now \$53.1 million above plan (\$60.4 million vs. plan of \$7.3 million). We are pursuing an aggressive receivables strategy, and this plan will be outlined at the Board of Trustees meeting.

- Rising interest rates continue to drive mark-to-market adjustments (non-cash item) on our long-term bond investments. Year-to-date, non-operating revenue is \$19.2 million below plan.
- These items resulted in revenue available for non-fuel expenses that were \$53.8 million below plan (~4.5% below plan of \$1,191.3 million).
- Non-fuel expenses are favorable, and net income of \$110.5 million is slightly under budget (\$13.4 million below).
- On the Flow of Funds, our Repair & Replacement (R&R) additions are \$410.6 million YTD (above budget by \$78.0 million).
- Days Cash on Hand is 138 as of October 31, which is below YTD target of 176. This is driven by high past due receivables.
- Adjusted Debt Service Coverage and Debt Capitalization ratios are better than plan year to date (ADSC = 2.28 vs. YTD target of 2.02; Debt Cap = 60.8% vs. YTD target of 62.0%).

Full year FY2023 financial projections:

- Top line revenue is expected to be \$514.3 million above plan.
- Total fuel and regulatory costs are forecasted to exceed plan by \$487.1 million.
- We have revised our forecast for bad debt expense to \$70.0 million (~\$60 million above plan of \$10.4 million) for the full year.
- We are projecting non-fuel expenses to be \$33.6 million below plan on a full year basis.
- Net income is projected to be \$51.1 million (below the budget of \$77.2 million), and our full year projected R&R additions are \$365.3 million (above the budget of \$344.9 million).
- We are projecting Days Cash on Hand to come in at 160 days. While we are now indicating this metric is "unrecoverable" relative to our target of 170, we still expect it to end the year above the Rating Agency threshold of 150.
- Other projected year-end key financial metrics remain on par with plan.

Thank you, again, for your leadership and support.

Sincerely,



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Cory Kuchinsky, CPA  
CFO & Treasurer

PK

## Attachments

Copy COSA: Erik Walsh, City Manager  
Ben Gorzell, CFO  
Zack Lyke  
Juan Valdez  
Russell Huff

Copy CPS Energy: Rudy D. Garza, President & CEO  
CEO Direct Reports  
Govt & Reg Affairs & Public Policy



# ***MONTHLY PERFORMANCE UPDATE***

*PRESENTED BY:*

**Cory Kuchinsky, CPA**  
Chief Financial Officer &  
Treasurer

*PRESENTED BY:*

**DeAnna Hardwick**  
EVP, Customer Strategy

November 29, 2022

*Informational Update*

# AGENDA



- **FINANCIAL PERFORMANCE**
- **KEY FINANCIAL METRICS**
- **PAST DUE RECEIVABLES STATUS UPDATE**

# FINANCIAL PERFORMANCE SUMMARY



- High fuel costs & extreme weather have generated higher total revenue this year, but persistent past due receivables have resulted in lower cash & higher bad debt expense than planned
- After covering fuel expense & city payment, revenue available to cover core business operating costs is below plan
- As a result, we are forecasting Net Income to be below plan for the year
- Our key financial metrics have degraded somewhat, but are still forecasted to be at acceptable levels

**Past due receivables are our biggest challenge, & we are placing significant focus on this issue.**

# FINANCIAL PERFORMANCE

## YEAR-TO-DATE



	<u>Budget</u>	<u>Actual</u>	<u>Variance</u>
<b>Total Revenue</b> <i>(Operating &amp; Non-Operating)</i>	\$2,311M	\$2,675M	\$364M
- Less Fuel & Regulatory Costs	\$818M	\$1,189M	(\$371M)
- Less City Payment	\$302M	\$348M	(\$46M)
<hr/> <b>Revenue Available to Cover Core Business Costs</b>	<hr/> <b>\$1,191M</b>	<hr/> <b>\$1,138M</b>	<hr/> <b>(\$53M)</b>

**To date, revenue available to cover core business costs is below plan.**



# FINANCIAL PERFORMANCE

## FY2023 NET INCOME FORECAST

	<u>Budget</u>	<u>Forecast</u>	<u>Variance:</u> <u>Favorable</u> <u>(Unfavorable)</u>
Gross Retail Revenue	\$ 2,800.8	\$ 3,270.1	\$ 469.3
Retail Fuel & Regulatory Expense	964.1	1,318.5	(354.4)
<b>Bad Debt Expense</b>	<b>10.4</b>	<b>70.0</b>	<b>(59.6)</b>
Retail Revenue Net of Fuel	1,826.3	1,881.6	55.3
Wholesale Revenue	155.9	260.5	104.6
Wholesale Fuel & Regulatory Expense	105.8	238.5	(132.7)
Wholesale Revenue Net of Fuel	50.1	22.0	(28.1)
Non Operating Revenue	36.4	4.3	(32.1)
City Payment	388.2	443.0	(54.8)
<b>Revenue Available to Cover Core Business Costs</b>	<b>1,524.6</b>	<b>1,464.9</b>	<b>(59.7)</b>
Nonfuel Expenses	1,447.4	1,413.8	33.6
<b>Net Income (Loss)</b>	<b>\$ 77.2</b>	<b>\$ 51.1</b>	<b>\$ (26.1)</b>



**High bad debt expense is eroding revenue, & Net Income is expected to be below plan as a result.**

# FINANCIAL PERFORMANCE

## CASH & OPERATING EXPENSES



	<u>Cash Balance</u> <i>(As of October 31)</i>		<u>Daily Operating Expense</u> <i>(Driven by Fuel Expense)</i>		<u>Days Cash on Hand</u> <i>(As of October 31)</i>
<b>Budget:</b>	\$861M	÷	\$4.9M	=	176
<b>Actual:</b>	\$855M	÷	\$6.2M	=	138

**Higher past due receivables have led to lower cash balances, despite passing higher fuel costs through to customers.**

# KEY FINANCIAL METRICS

## REVISED FORECAST VS. BUDGET



	<u>Year to Date</u>	<u>Full Year Forecast</u>	<u>Full Year Budget</u>	<u>Threshold Levels</u>
<b>Debt Service Coverage Ratio</b>	<b>2.28</b>	<b>1.85</b>	<b>1.79</b>	<b>1.50</b>
<b>Debt Capitalization Ratio</b>	<b>60.76%</b>	<b>61.66%</b>	<b>61.66%</b>	<b>&lt;60%</b>
<b>Days Cash On Hand</b>	<b>138</b>	<b>160</b>	<b>170</b>	<b>150</b>

**We are optimizing debt funding of our capital plan in order to manage cash flow.**

# RECEIVABLES ACTIONS



## ARPA, REAP & Agencies:

- ✓ **\$19.9M** for ~**19k** accounts
- ✓ **\$2.7M** donated
- ✓ **\$55M** of assistance provided



## Affordability Discount Program

- ✓ **\$19.9M** for ~**19k** accounts



## Special Billing Programs

- ✓ **>58k** enrolled in Senior Citizen
- ✓ **~3k** enrolled in Critical Care



## Flexible Payment Options Plans

- ✓ **~67k** enrolled in installment plans
- ✓ **>18k** enrolled in due date extensions
- ✓ **>35k** enrolled in Budget Payment Plans



## Collections

- ✓ **>915k** collection calls
- ✓ **~\$8M** in late fees charges
- ✓ **>940k** written & email notices  
(*included disconnection letters*)
- ✓ **12k** disconnections completed



## Communications & Support

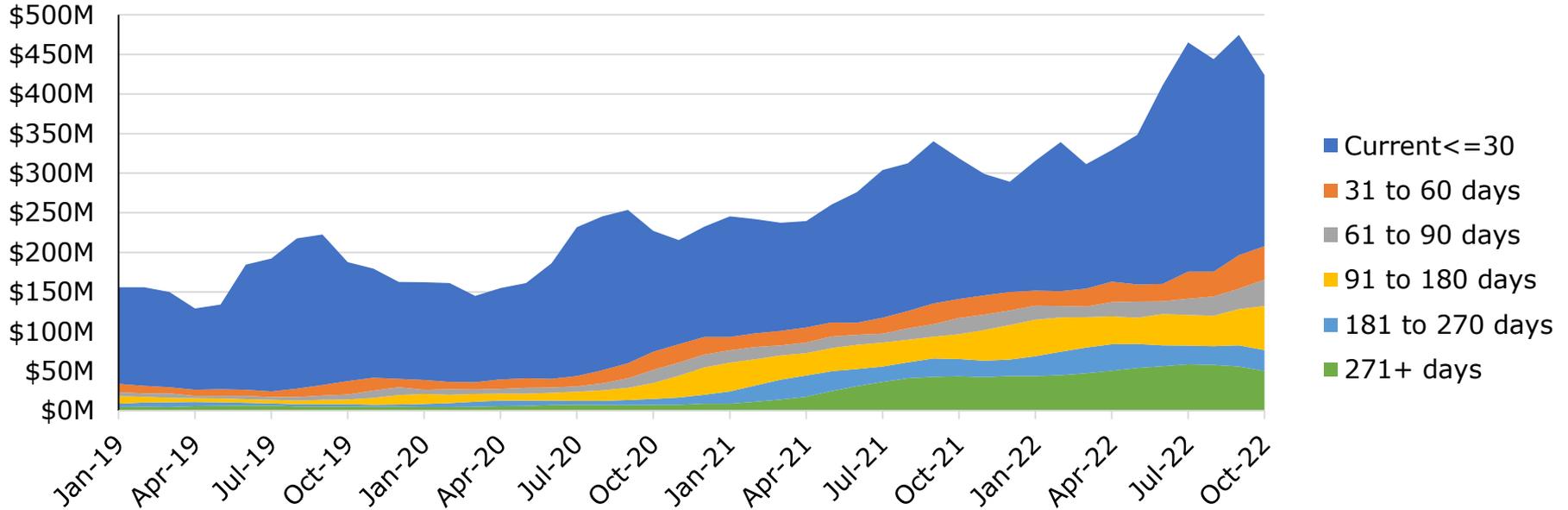
- ✓ **>1,500** community engagements
- ✓ **>950** community events
- ✓ **47k** community members connected with
- ✓ **>230** customer visits (*residential*)
- ✓ **~600** managed cases (*residential*)
- ✓ **>174** customer visits (*commercial*)
- ✓ **~600** managed cases (*commercial*)

**We have implemented our collections actions that we previously communicated to address accounts receivables.**

# RECEIVABLES FAR EXCEED NORMS



## Accounts Receivable Trend by Age of Debt



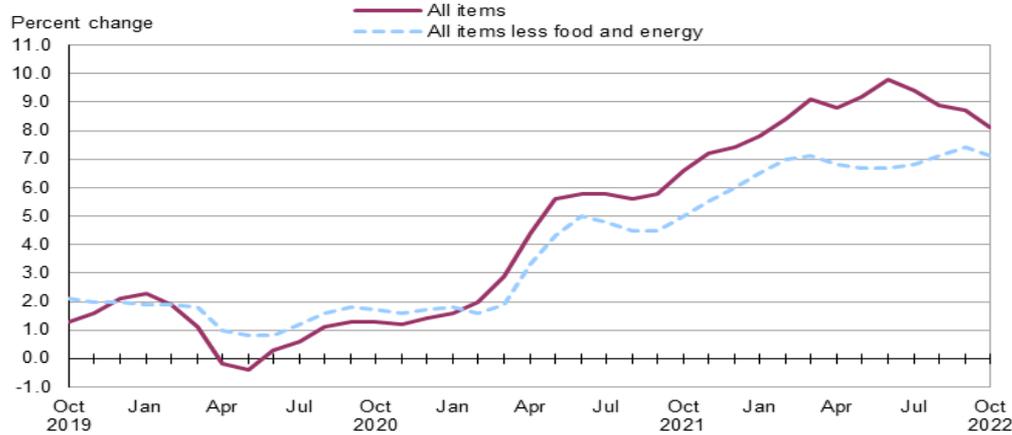
**It has taken us time to get here & it will take time to see a shift given the current economic conditions.**

# WHAT WE ARE EXPERIENCING



## Consumer Price Index, South Region — October 2022

**Chart 1. Over-the-year percent change in CPI-U, South region, October 2019–October 2022**



Source: U.S. Bureau of Labor Statistics.

## Gasoline Prices

Texas Regular Conventional Retail Gasoline Prices, Monthly

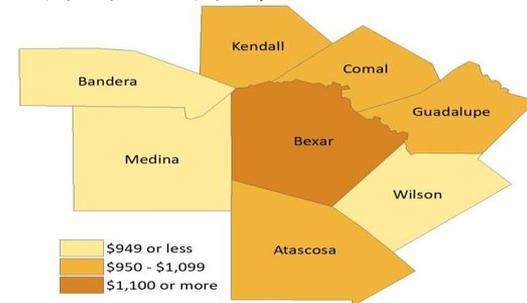


Source: U.S. Energy Information Administration

## Average weekly wages for all industries by county

San Antonio area, first quarter 2022

(U.S. = \$1,374; Area = \$1,161)



Source: U.S. BLS, Quarterly Census of Employment and Wages.

**As our community faces significant economic challenges, our average past due balance of >\$900 is 3x higher than 2019.**

# PART OF A NATIONAL TREND



**“About 20% of U.S. households have missed or made a late payment on their utility bill in the last month, according to a recent Bank of America report.”**

# WHAT THE INDUSTRY IS EXPERIENCING



Utilities across the country are experiencing higher temperatures, increased fuel costs, & reduced collections.



Keeping you informed and inspired

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## 41% of Households in Alabama Can't Afford Utility Bills Amid Inflation

November 16, 2022 / in Community Development, Economy, Featured, Government, Housing, Issues, Lead, News, People, Utilities / by Ashlyn Grey



SERVING OUR COMMUNITY SINCE 1871

## City Council raises concerns over planned Austin Energy rate, fee hikes



**Ryan Autullo**  
Austin American-Statesman

Published 4:57 p.m. CT Sept. 27, 2022 | Updated 9:55 a.m. CT Sept. 28, 2022

Austin Energy Chief Financial Officer Mark Dombroski summed it up this way: The utility has cash available to last 120 days, about 30 days less than usual. In October 2020, Austin Energy had \$402 million. It now has \$184 million, he said.

## Natural gas: How rising prices impact your utility bill

1. Entergy purchases natural gas, which fuels some of our power plants that deliver electricity to customers.

2. Natural gas pricing fluctuates and is impacted by supply and demand.

3. Natural gas prices have more than doubled when comparing June 2021 with June 2022.

4. Entergy charges the same amount that we pay for natural gas without markup or profit.

5. This charge is listed on your bill as the Fuel & Purchased Power Cost, Fuel Adjustment or Fuel Charge\*.

### What impacts the cost of natural gas?

- Extreme temperatures and severe weather events, like hurricanes, heat waves and winter storms.
- Pandemic-related supply chain constraints and labor shortages that impact production and delay delivery.
- Russia's ongoing war with Ukraine, which has led to a supply shortage from Russia, the world's second largest producer of natural gas.



NEWS // LOCAL



## New Braunfels Utilities to resume late fees, disconnects in 2023

Ricardo Delgado, San Antonio Express-News

Nov. 22, 2022

# ENHANCING RECEIVABLES EFFORT



**We understand the impacts & we are taking more steps to address the past-due balances in our community.**





***Thank You***



# ***Appendix***



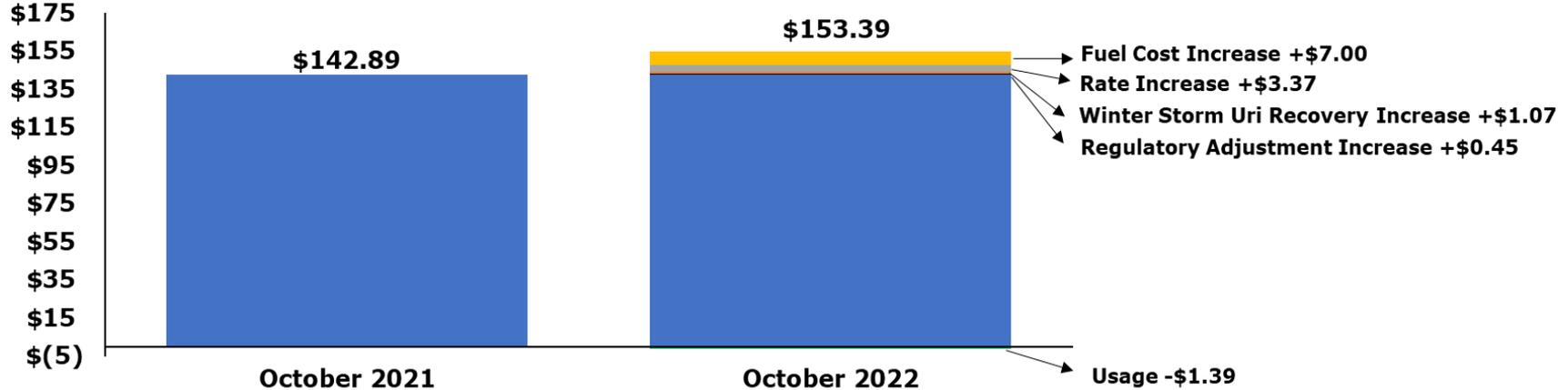
# ***FINANCIAL SERVICES***

# ***ADDITIONAL INFORMATION***

# RESIDENTIAL BILL IMPACT



## Combined Residential Electric & Gas Bill October 2021 to October 2022



**The rising cost of natural gas has resulted in an unavoidable impact on customers' bills. However, October bills were a lot milder than we've seen in recent months.**

Note: Winter storm Uri Recovery =  $\$0.00087 \times 1080\text{kWh}$  (average electric usage for October) +  $\$0.013349 \times 10$  CCF (average gas usage for October)

# FINANCIAL PERFORMANCE

## YEAR-TO-DATE



	<u>Budget</u>	<u>Actual</u>	<u>Variance:</u> <u>Favorable</u> <u>(Unfavorable)</u>
Gross Retail Revenue	\$ 2,162.4	\$ 2,517.4	\$ 355.1
Retail Fuel & Regulatory Expense	732.8	992.7	(259.9)
Bad Debt Expense	7.3	60.4	(53.1)
<b>Retail Revenue Net of Fuel</b>	<b>1,422.3</b>	<b>1,464.3</b>	<b>42.1</b>
Wholesale Revenue	128.5	210.0	81.5
Wholesale Fuel & Regulatory Expense	84.8	196.5	(111.7)
<b>Wholesale Revenue Net of Fuel</b>	<b>43.7</b>	<b>13.5</b>	<b>(30.2)</b>
Non Operating Revenue	27.2	8.0	(19.2)
City Payment	301.8	348.3	(46.5)
<b>Revenue Available to Cover Core Business Costs</b>	<b>1,191.4</b>	<b>1,137.5</b>	<b>(53.9)</b>
Nonfuel Expenses	1,067.5	1,027.0	40.4
<b>Net Income (Loss)</b>	<b>\$ 123.9</b>	<b>\$ 110.5</b>	<b>\$ (13.4)</b>

After paying for the cost of fuel & city payment, revenue available to cover other business expenses is ~\$54M under budget, year to date.

# NET INCOME

## YEAR-TO-DATE ACTUAL VS. BUDGET

### Highlights:

- **Operating Revenue**
  - YTD Electric Billed Sales are 5.1% higher than budget due to weather-driven sales consumption & higher fuel costs (which are reflected in higher fuel charges on the bill)
  - Wholesale Revenue Net Fuel is currently under budget, driven by higher additional fuel costs the past five months along with plant outages that occurred this summer
- **Non-Operating Revenue**
  - Primarily driven by lower fair market value of investment portfolios from rising interest rates
- **Operating & Maintenance**
  - YTD Under budget due to vacancies, savings on technology projects, & lower than planned spend on Winter Storm Uri defense, somewhat offset by weather events, gas leak repairs, & plant maintenance costs
- **Interest & debt-related**
  - Reflects favorable execution to plan

**Net Income is slightly unfavorable to budget YTD.**

Description	FY2023		
	Budget	Actuals	Variance: Favorable (Unfavorable)
<b>Revenue available for nonfuel expenses</b>			
Electric	\$ 2,138.8	\$ 2,461.8	\$ 323.0
Gas	144.7	205.2	60.5
<b>Total operating revenue</b>	<b>2,283.5</b>	<b>2,667.0</b>	<b>383.5</b>
<b>Less:</b>			
Electric fuel, distribution gas & regulatory	817.6	1,189.2	(371.6)
Payments to the City of San Antonio	301.8	348.3	(46.5)
<b>Net operating revenue</b>	<b>1,164.1</b>	<b>1,129.5</b>	<b>(34.6)</b>
<b>Nonoperating revenue</b>	<b>27.2</b>	<b>8.0</b>	<b>(19.2)</b>
<b>Total revenue available for nonfuel expenses</b>	<b>1,191.3</b>	<b>1,137.5</b>	<b>(53.8)</b>
<b>Nonfuel expenses</b>			
Operation & maintenance	530.2	503.4	26.8
Depreciation, amortization & decommissioning	364.6	358.0	6.5
Interest & debt-related	172.7	165.6	7.1
<b>Total nonfuel expenses</b>	<b>1,067.5</b>	<b>1,027.0</b>	<b>40.4</b>
<b>Net Income (Loss)</b>	<b>\$ 123.9</b>	<b>\$ 110.5</b>	<b>\$ (13.4)</b>

Non-cash items such as investment fair value adjustments impact total net income but does not impact financial metrics such as ADSC or DCOH. These items impact the equity portion in the debt / capitalization metric.

# NET INCOME

## 9+3 LE FORECAST VS. BUDGET

Description	FY2023		
	Budget	Forecast	Variance: Favorable (Unfavorable)
<b>Revenue available for nonfuel expenses</b>			
Electric	\$ 2,716.6	\$ 3,096.7	\$ 380.1
Gas	229.7	363.9	134.2
<b>Total operating revenue</b>	<b>2,946.3</b>	<b>3,460.6</b>	<b>514.3</b>
<b>Less:</b>			
Electric fuel, distribution gas & regulatory	1,069.9	1,557.0	(487.1)
Payments to the City of San Antonio	388.2	443.0	(54.8)
<b>Net operating revenue</b>	<b>1,488.2</b>	<b>1,460.6</b>	<b>(27.6)</b>
Nonoperating revenue	36.4	4.3	(32.1)
<b>Total net revenue available for nonfuel expenses</b>	<b>1,524.6</b>	<b>1,464.9</b>	<b>(59.7)</b>
<b>Nonfuel expenses</b>			
Operation & maintenance	729.7	712.6	17.1
Depreciation, amortization & decommissioning*	486.2	479.3	6.9
Interest & debt-related	231.5	221.9	9.6
<b>Total nonfuel expenses</b>	<b>1,447.4</b>	<b>1,413.8</b>	<b>33.6</b>
<b>Net Income (Loss)</b>	<b>\$ 77.2</b>	<b>\$ 51.1</b>	<b>\$ (26.1)</b>

### Highlights:

- **Operating Revenue**
  - Revenue is forecasted to show slowing growth for the remainder of the year but is projected to be 3.9% higher than budget
  - Total of \$70M bad debt expense for FY2023. ~\$50M net reduction (net of ARPA) to revenue as past due accounts remain high
  - Wholesale Revenue Net Fuel is projected to underperform compared to the budget, driven by higher additional fuel costs between May – September, along with plant outages that occurred this summer
- **Non-Operating Revenue**
  - Primarily driven by lower fair market value of investment portfolios
- **Operating & Maintenance**
  - Primarily driven by OPEB & Pension credit partially offset by vegetation management, customer growth, leak repair & corrosion control, plus savings from vacancies & staff augmentation
- **Interest & debt-related**
  - Reflects favorable execution to plan

**Currently, we are projecting full year net income to be under budget.**

\*Total depreciation, amortization & decommissioning is expected to be adjusted retroactively (non-cash impacts) at year-end to incorporate recommendations from a 3rd party depreciation study.

Non-cash items such as investment fair value adjustments impact total net income but does not impact financial metrics such as ADSC or DCOH. These items impact the equity portion in the debt / capitalization metric.

# FLOW OF FUNDS

## YEAR-TO-DATE ACTUAL VS. BUDGET

(\$ in millions)	FY2023		
	Budget	Actuals	Variance: Favorable (Unfavorable)
<b>Revenues, net of unbilled</b>	\$ 2,299.9	\$ 2,767.8	\$ 467.9
<b>Less: city payment (CP) per flow of funds</b>	301.8	348.3	(46.5)
<b>Revenues, net of unbilled &amp; CP</b>	1,998.1	2,419.5	421.4
<b>Less: fuel &amp; regulatory expense</b>	809.3	1,183.2	(373.9)
<b>Revenues, net fuel &amp; regulatory</b>	1,188.8	1,236.3	47.5
<b>Operation &amp; maintenance</b>	531.3	504.7	26.6
<b>Debt service</b>	324.9	321.0	3.9
<b>Total expenses</b>	856.2	825.7	30.5
<b>6% Gross Revenue to R&amp;R</b>	138.0	166.1	28.1
<b>Remaining to R&amp;R</b>	194.7	244.5	49.8
<b>Total R&amp;R fund additions</b>	\$ 332.6	\$ 410.6	\$ 78.0
<b>Total gross non-transmission capital</b>	\$ 427.2	\$ 488.8	\$ (61.6)

**Highlights:**

- **Revenue (operating & non operating), net of unbilled:**
  - YTD Electric Billed Sales are 5.1% higher than budget due to weather-driven sales consumption & higher fuel costs (which are reflected in higher fuel charges on the bill)
  - Wholesale Revenue Net Fuel is currently under budget, driven by higher additional fuel costs the past five months along with plant outages that occurred this summer
- **Operating & Maintenance**
  - YTD Under budget due to vacancies, savings on technology projects, & lower than planned spend on Winter Storm Uri defense, somewhat offset by weather events, gas leak repairs, & plant maintenance costs
- **Debt Service**
  - Reflects favorable execution to plan
- **Capital**
  - Higher primarily due to customer growth

**R&R contributions are favorable to budget YTD.**

# FLOW OF FUNDS

## 9+3 LE FORECAST VS. BUDGET

Description	FY2023		
	Budget	Forecast	Variance: Favorable (Unfavorable)
Revenues, net of unbilled	\$ 2,958.5	\$ 3,501.6	\$ 543.1
Less: city payment (CP) per flow of funds	388.2	443.0	(54.8)
Revenues, net of unbilled & CP	2,570.3	3,058.6	488.3
Less: fuel & regulatory expense	1,058.8	1,551.9	(493.1)
Revenues, net fuel & regulatory	1,511.5	1,506.7	(4.8)
Operation & maintenance	731.2	710.7	20.5
Debt service	435.4	430.7	4.7
Total expenses	1,166.6	1,141.4	25.2
6% Gross Revenue to R&R	177.5	210.1	32.6
Remaining to R&R	167.4	155.2	(12.2)
Total R&R fund additions	\$ 344.9	\$ 365.3	\$ 20.4
Total gross non-transmission capital	\$ 618.9	\$ 693.9	\$ (75.0)

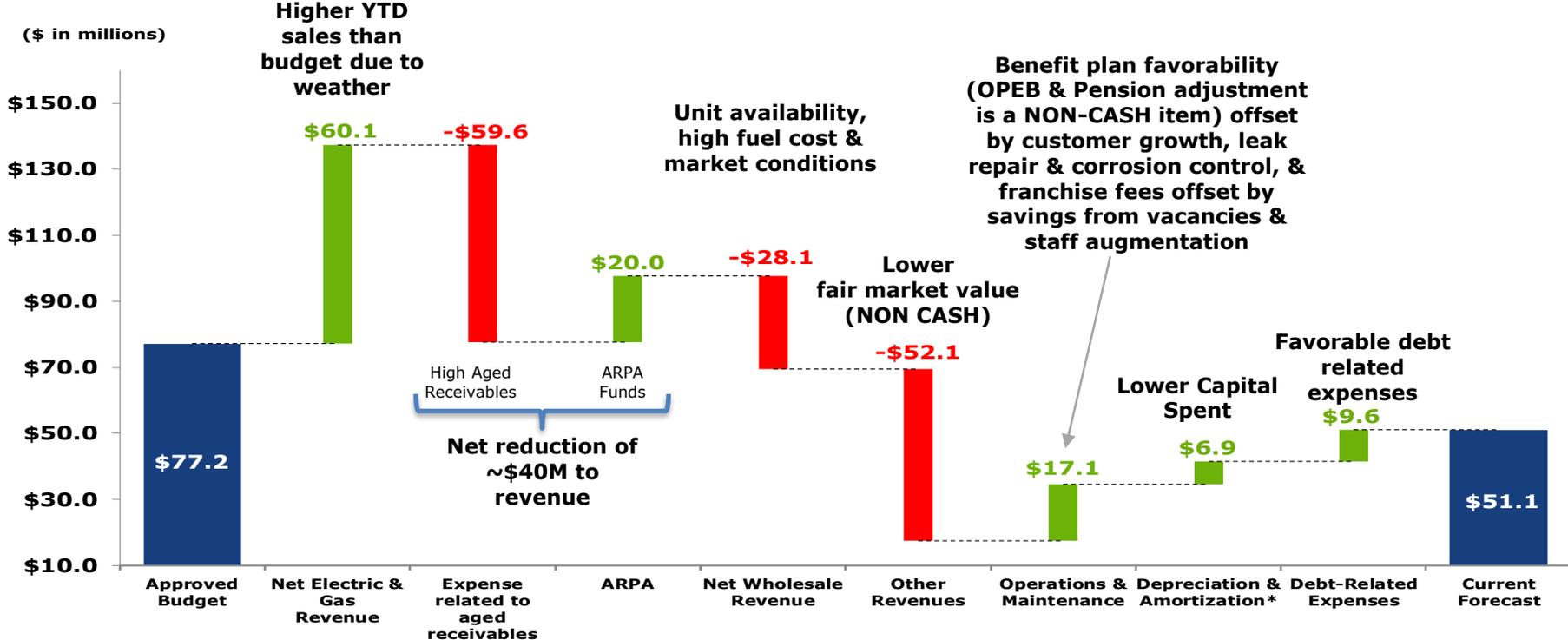
### Highlights:

- **Revenue (operating & non operating), net of unbilled**
  - Revenue is forecasted to show slowing growth for the remainder of the year but is projected to be 3.9% higher than budget
  - Total of \$70M bad debt expense for FY2023. ~\$50M net reduction (net of ARPA) to revenue as past due accounts remain high
  - Wholesale Revenue Net Fuel is projected to underperform compared to the budget, driven by higher additional fuel costs between May - September, along with plant outages that occurred this summer
- **Operating & Maintenance**
  - Primarily driven by OPEB & Pension credit partially offset by vegetation management, customer growth, leak repair & corrosion control, plus savings from vacancies & staff augmentation
- **Debt Service**
  - Reflects favorable execution to plan

**Currently, we are projecting FY2023 R&R contributions to track favorably to budget.**

# FY2023 REVISED NET INCOME FORECAST

## BUDGET TO FORECAST WALK-FORWARD



**The net effect of these forecast changes is a decline compared to full year budgeted net income.**

\*Total depreciation, amortization & decommissioning is expected to be adjusted retroactively (non-cash impacts) at year-end to incorporate recommendations from a 3rd party depreciation study.

# ELECTRIC SALES

## BY CUSTOMER SEGMENT- OCTOBER FY2023\*



Customer Sector	Usage Growth	% of Total Load	% Impact on Total Usage
Residential	3.3%	43.7%	1.4%
Churches & Services	1.4%	6.2%	0.1%
Manufacturing	2.4%	2.2%	0.1%
Retail	0.6%	5.2%	0.0%
Educational Services	1.4%	5.5%	0.1%
Hotel & Food Services	1.7%	4.6%	0.1%
Other**	2.8%	32.6%	0.9%
<b>Total System</b>		<b>100.0%</b>	<b>2.7%</b>

\*Billed October actual performance to budget.

\*\*Other sector includes other commercial sectors, food & wood product manufacturing, municipals, lighting, etc.

# ELECTRIC SALES

## BY CUSTOMER SEGMENT- YTD FY2023\*

Customer Sector	Usage Growth	% of Total Load	% Impact on Total Usage
Residential	8.3%	45.3%	3.8%
Churches & Services	3.5%	6.7%	0.2%
Manufacturing	9.5%	2.2%	0.2%
Retail	2.6%	5.1%	0.1%
Educational Services	2.4%	4.9%	0.1%
Hotel & Food Services	3.1%	4.4%	0.1%
Other**	1.7%	31.4%	0.6%
<b>Total System</b>		<b>100.0%</b>	<b>5.1%</b>

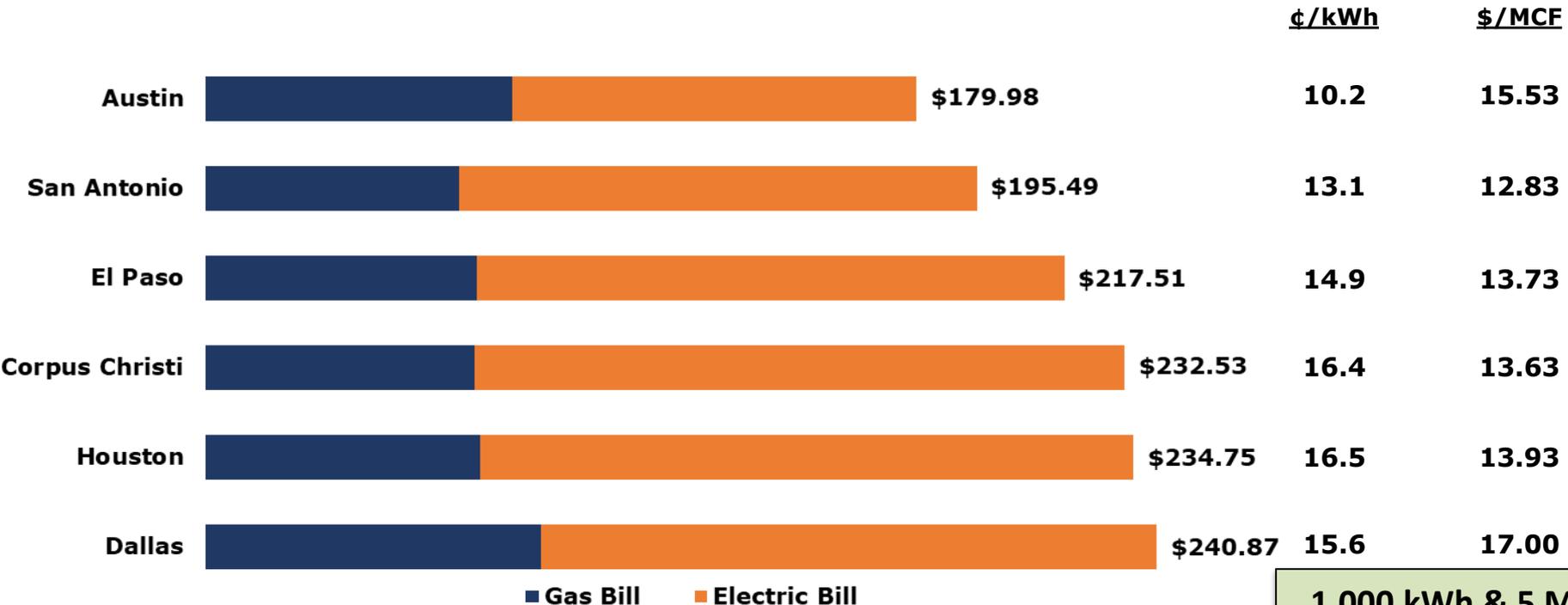
\*Billed October actual YTD performance to budget.

\*\*Other sector includes other commercial sectors, food & wood product manufacturing, municipals, lighting, etc.

# TEXAS CITIES COMBINED RESIDENTIAL BILL COMPARISON



## TRAILING TWELVE MONTHS ENDING OCTOBER 2022



1,000 kWh & 5 MCF

Note: Deregulated markets electric data from powertochoose.org (Terms 12; 4&5 star rated REPs). San Antonio is the only city that has a single electric & gas provider.



***KEY RESULTS UPDATE  
AS OF  
OCTOBER 31, 2022***

# KEY RESULTS MONTHLY UPDATE

## STATUS OF IMPROVING SERVICE TO CUSTOMERS 1 OF 2



Strategic Objectives	Major Commitments	Status	Update
 <b>Operational Evolution</b>	Strengthen Generation Capabilities to Meet Extreme Conditions	On-Track	<ul style="list-style-type: none"> <li>• MBL West fuel oil retrofit equipment procurement activities are 75% complete</li> <li>• Materials received for MBL West/East &amp; Coal Yard freeze protection upgrades are 65% complete</li> <li>• Priority 2 work packages are 98% complete</li> <li>• Analysis of fuel infrastructure strategy complete, next steps are TBD</li> </ul>
	Enhance Communication & Grid Management in Major Events	On-Track	<ul style="list-style-type: none"> <li>• \$8.64 MYTD; 399 miles of planned trimming completed (~73% of target on both miles &amp; spend)</li> <li>• Deployed 117 automated reclosers; 81% of 144 goal completed</li> <li>• RFP for Situational Awareness &amp; Communication to be released Jan 2023 to identify a platform(s) to configure for our needs</li> <li>• Internal reporting improvements for Situational Awareness' customer outage data to be released by end of 2022</li> </ul>
	Support Expanding Community	At-Risk	<ul style="list-style-type: none"> <li>• Mitigation efforts underway to identify new suppliers &amp; alternate material options</li> <li>• 70+ projects on hold due to material shortages. Working with developer/builder associations &amp; CoSA, weekly developer/builder updates, 1:1 customer meetings</li> <li>• Continued residential &amp; commercial growth</li> </ul>
	Digital ERP Plan to Mitigate System End of Life	On-Track	<ul style="list-style-type: none"> <li>• ERP Technology RFP development remains on track for FY2023 launch. Business area aligned transformation vision is in final draft form for review</li> </ul>
	IT System Modernization	At-Risk	<ul style="list-style-type: none"> <li>• Continued application/server migrations to new environments. Program at risk due to technical activities slowing progress to the cloud environment</li> <li>• Mitigation efforts for migration wave planning are being reviewed to support timeline extension</li> <li>• Presented selected SCADA partner recommendation to Board of Trustees (BoT) for approval. Conducted project kick off meeting with vendors, Subject Matter Experts &amp; Key Stakeholders. Establishing Unified Design &amp; architecture</li> </ul>

**Legend**

- On-Track
- At-Risk
- Achieved

# KEY RESULTS MONTHLY UPDATE

## STATUS OF IMPROVING SERVICE TO CUSTOMERS 2 OF 2



Strategic Objectives	Major Commitments	Status	Update
 <b>Customer Experience</b>	Connect Customers with Support		<ul style="list-style-type: none"> <li><b>Met Goal of 65K Affordability Discount Program Customers</b></li> <li>The total number of ARPA credits applied went up to 17,881 for residential customer accounts for approximately \$19M</li> </ul>
 <b>Team Culture</b>	Safety Culture Fundamentals		<ul style="list-style-type: none"> <li>Mitigation efforts underway to report performance &amp; progress monthly; expected to get back on target</li> <li>Completion of observations continues to be a challenge with only 59% completed YTD. We continue to work with leaders to improve efforts around this initiative</li> </ul>
	Retain & Attract Talent		<ul style="list-style-type: none"> <li>Hiring of front-line employees has exceeded year-end FY2023 projections</li> <li>Compensation market pricing efforts are helping close the gap in competing for talent; however, our ability to compete on compensation for advanced level STEM roles remains at risk</li> </ul>
 <b>Community Partnership &amp; Growth</b>	Energy Efficiency & Conservation Decision		<ul style="list-style-type: none"> <li>Updated STEP program approved by Board of Trustees &amp; City Council for 5 years</li> </ul>
	Generation Resource Planning Public Input		<ul style="list-style-type: none"> <li>Updated Rate Advisory Committee (RAC) on Gen Plan</li> <li>Charles River Associates (CRA) provided a recap of Gen Planning Objectives &amp; preliminary metric results for the nine portfolios under the Reference Scenario</li> </ul>
	Rate Design Public Input		<ul style="list-style-type: none"> <li>Vendor Cost of Service Study underway, Rate Design plan discussion with RAC will occur after Power Gen Resource Planning conversations</li> </ul>

**Legend**

On-Track
  At-Risk
  Achieved

***TIER 1 METRICS  
UPDATE  
AS OF  
OCTOBER 31, 2022***

# FY2023 TIER 1 METRIC SUMMARY

## AS OF OCTOBER 31, 2022



Tier	Unrecoverable		At Risk		On Track		Achieved		Total Metrics
1	3	18.8%	1	6.2%	12	75.0%	0	0%	16

### FY2023 OUTLIER SUMMARY

Tier 1	Unrecoverable	Portfolio Commercial Availability (PCA)
	Unrecoverable	Customer Satisfaction - Residential
	Unrecoverable	Days Cash on Hand (DCOH)
	At Risk	Enterprise Recordable Incident Rate - (RIR)

# FY2023 TIER 1 METRIC REPORT

## AS OF OCTOBER 31, 2022



Metric Name	Business Unit	Measure Frequency	Unit	Target Indicator	Historical Actuals		Current Year			Year-End Forecast	Latest Estimate
					FY 2021 CY 2020	FY 2022 CY 2021	YTD Target	YTD Actual	Year-End Target		
Enterprise Readiness – Executives	Administration	annually	%	↑	88	83	75	N/A	75	On Track	N/A
Enterprise Recordable Incident Rate - (RIR)	Administration	monthly	#	↓	1.31	1.68	1.41	1.65	1.41	At Risk	1.64
Employee Engagement – Enterprise	Administration	annually	#	↑	4.10	3.99	N/A	N/A	4.04	On Track	N/A
Critical IT System Availability	Business & Technology Excellence (BTE)	monthly	%	↑	99.8	99.9	99.5	99.8	99.5	On Track	99.8
Customer Satisfaction – Residential <sup>1</sup>	Customer Strategy	quarterly	#	↑	83.2	78.9	79.0	74.5	79.0	Unrecoverable	73.4
System Average Interruption Duration Index (SAIDI) <sup>1</sup>	Energy Delivery Services	monthly	#	↓	56.85	67.68	55.84	49.22	63.70	On Track	57.08
System Average Interruption Frequency Index (SAIFI) <sup>1</sup>	Energy Delivery Services	monthly	#	↓	0.93	1.01	0.84	0.76	0.98	On Track	0.90
Portfolio Commercial Availability <sup>1</sup>	Energy Supply	monthly	%	↑	93.9	77.1	88.9	81.7	88.9	Unrecoverable	81.4
Adjusted Debt Service Coverage	Financial Services	monthly	#	↑	1.59	1.66	2.02	2.28	1.79	On Track	1.85
Capital Budget (Gross of CIAC)	Financial Services	monthly	\$	↓	630.8	689.5	576.8	527.3	832.9	On Track	789.6
Debt Capitalization	Financial Services	monthly	%	↓	60.5	61.6	62.0	60.8	61.7	On Track	61.7
Days Cash on Hand	Financial Services	monthly	#	↑	209	182	176	138	170	Unrecoverable	160
Enterprise Senior Lien Bond Ratings <sup>2</sup>	Financial Services	monthly	#	=	1	0	1	1	1	On Track	1
O&M Budget	Financial Services	monthly	\$	↓	654.9	618.5	530.2	503.4	729.7	On Track	712.5
Gas System Growth	Gas Solutions	monthly	%	↑	2.33	1.97	1.34	1.43	1.85	On Track	1.90
Environmental Compliance Issues - NOE & NOV (Category A & B) Enterprise	Legal & General Counsel	monthly	#	↓	1	0	0	0	0	On Track	0

<sup>1</sup> These Metrics are measured on a calendar year cycle for industry comparison purposes

<sup>2</sup> A measure of the senior lien bond ratings as measured by Fitch, Moody's, and Standard & Poor's (Fitch = AA-, Moody's = Aa2, Standard & Poor's = AA-) such that "1" represents the maintenance of current ratings, a "2" (or "0") indicates an upgrade (or downgrade) in one or more ratings.