CPS ENERGY
MINUTES OF THE REGULAR MEETING OF THE BOARD OF TRUSTEES
HELD ON MARCH 31, 2025

The Regular Meeting of the Board of Trustees of CPS Energy for the month of March was held on Monday, March 31, 2025, in the Board Room on the First Floor of the CPS Energy headquarters located at 500 McCullough, San Antonio, Texas.

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I. CALL TO ORDER

Chair Romero called the meeting to order at 1:00 p.m.

Present were Board members:
Dr. Francine Romero, Chair
Dr. Willis Mackey, Vice Chair
Ms. Janie Gonzalez
Mr. John Steen
Mayor Ron Nirenberg (arrived at 1:08 p.m.)

Also present were:
Mr. Rudy Garza, President & CEO
Ms. Shanna M. Ramirez, Chief Legal & Ethics Officer, General Counsel & Board Secretary
Mr. Benny Ethridge, Chief Energy Supply Officer
Mr. Cory Kuchinsky, Chief Financial Officer & Treasurer
Ms. DeAnna Hardwick, Chief Customer Strategy Officer
Ms. Lisa Lewis, Chief Administrative Officer
City of San Antonio officials
CPS Energy staff members
Interested Citizens

II. SAFETY MESSAGE, INVOCATION, AND PLEDGE OF ALLEGIANCE

A safety message, invocation, and the Pledge of Allegiance were delivered by Mr. David Ramirez, Senior Director, Controller.

III. PUBLIC COMMENT

Ms. Henrietta LaGrange, community member, stated that CPS Energy continues to grow, and she thanked the women on the Board and at CPS Energy.

Mr. Alex Pena, Southwest Workers Union, introduced that he was providing a coalition statement. He stated that CPS Energy is able to protect the most vulnerable in our community, and stated disconnection of services should not continue for low-income, debt-burdened, or medical needs customers. He also communicated that excess revenue should be used for these customers and requested that the Board of Trustees have a public process to review the rate structure. He urged the Board to open CIC subcommittees to the public.

Ms. Armandina Gutierrez, Community Member, communicated that she came to the meeting because of the high rates for service. She encouraged the Board to not increase rates because of the deep impact to low-income families.

Ms. Maria Salazar, community member, stated she is here to give her input on high rates for services. She said that many low-income customers depend on social security and welfare, and they cannot afford higher rates. She has medication that requires refrigeration, and she must have electrical service. She also asked for bilingual individuals to be at customer service centers to assist customers.

Ms. Erica Alvarado, Southwest Workers Union, requested that CPS Energy use a more equitable, tiered rate structure. She stated that those who use less should pay less. She also requested that CIC subcommittees be open to the public.

Mr. Brian Lopez, community member and resident of District 3, expressed that he is concerned about rate structures and disconnections for low-income customers. He requested that CPS Energy do more for the community.

Mr. Alan Montemayor, Sierra Club, stated that excess dollars from generation should be provided to customers to prevent disconnections. He also asked for a tiered rate structure. He requested more cooperation between SAWS and CPS Energy. He stated that renewables are the cheapest option for new generation and encouraged CPS Energy to utilize more vehicles.

Ms. Ana Trevino, Texas Rising, urged CPS Energy to prioritize the most vulnerable community members. She also called for a no disconnection policy and a tiered rate structure. Finally, she suggested that CIC subcommittees be open to the public.

Ms. Deborah Ponce, community member, shared concern about rates and shared concerns that bills vary because of modern day houses are more efficient. She said that many in her neighborhood are retired veterans with a fixed income but have higher bills because they live in an older home.

IV. CHAIR'S REMARKS

Chair Romero thanked all those who came today to provide public comment.

She noted that CPS Energy held its annual golf tournament to raise funds for REAP. The event was a success, and $367,000 was raised. She thanked those who made the event happen, including the 73 golf teams and 60 sponsors/partners.

Chair Romero then reviewed deadlines and information for various rebate programs to assist CPS Energy customers. She also reviewed the upcoming tree giveaway events as Earth Day approaches.

Finally, Chair Romero noted that March is Women's History Month, and she thanked the pioneers in fields that advanced their careers, including those at CPS Energy who paved the way for those who came later. She noted they would be proud of the legacy we have here today.

V. CEO RECOGNITION & REMARKS

Mr. Rudy Garza, President & CEO, recognized our fourth quarter CEO Core Value Award Honorees. These employees are outstanding examples of our core values, and they consistently go above and beyond. He specifically highlighted Mr. William Thomas, Multimedia Tech, and Mr. David Self, Journeyman Service Restoration for their work.

He also invited Mr. Jimmy Stinnett, Manager, Gas Locating & Damage Prevention, to share information about our 2nd Annual Safety Culture Summit. He noted that he couldn't wait to return to CPS Energy to implement what he learned. Safety culture is a process – it takes time – but it's moving in the right direction. He stated that more tenured employees are speaking up and newer employees are volunteering. He feels there is a clear difference between now and 5 years ago. Both newer and more tenured employees are listening, and it is a team effort.

Mr. Garza then played a video that highlighted the Safety Culture Summit.

Then, Mr. Garza provided an overview of the meeting. He noted that one of the procurement items is due to ERCOT accelerating a project, and the presentation will note the supply chain constraints and increase in costs.

Finally, Mr. Garza noted that today is the last day of operations for the Braunig 1 and 2 units. He thanked all the employees that have worked at the Braunig units starting in 1966 through now.

VI. APPROVAL OF CONSENT ITEMS

On a motion by Mayor Nirenberg, seconded by Trustee Steen, and upon affirmative vote by all members present, the following items on the Consent Agenda were unanimously approved:

A. Approval of Payment to the City of San Antonio for February 2025

The New Series Bond Ordinance that took effect February 1, 1997 provides for a total cash payment to the City of San Antonio (City) in an amount not to exceed 14% of gross revenue as calculated pursuant to such Ordinance, less the value of other services provided to the City, with the percentage (within the 14% limitation) to be determined by the governing body of the City. The cash transfer to the City for the month of February 2025 is based on actual gross revenue per the New Series Bond Ordinance of $274,815,101.10, less applicable exclusions. The revenue for the month of February 2025 is calculated as follows:

Gross revenue per CPS Energy financial statements	
Electric revenue	$281,977,131.27
Gas revenue	38,911,189.12
Interest and other income	6,550,274.44
Gross revenue per CPS Energy financial statements	327,438,594.83
Excluded revenue	
School and hospital revenue per City Ordinance 55022	(7,979,941.44)
LVG revenue per City Ordinance 100709	(21,895.96)

Fuel cost component of off-system nonfarm energy sales per City Ordinance 61794 and revenue for wholesale special contracts	(43,086,563.44)	
Noncash and other income, GASB 31 investment market value change, miscellaneous interest income, gas billing adjustment and unbilled Revenue	(1,535,092.89)	
Total excluded revenue	(52,623,493.73)	
Gross revenue per New Series Bond Ordinance subject to 14% payment to the City	$274,815,101.10	
City payment per Bond Ordinance for February 2025 based upon February 2025 revenue	$38,474,114.15	
City payment per memorandum of understanding (MOU) regarding wholesale special contracts	748,133.89	
City Payment reduction per gas customer billing adjustment MOU	(12,500.00)	
Annual True up/ (down) per gas customer MOU	6,252.95	
City payment per Bond Ordinance plus adjustments for memorandums of understanding	39,216,000.99	**A**
Utility services provided to the City for February 2025	(3,056,425.56)	
Reduction for January 2025 accounting adjustment	(298,296.17)	
Net amount to be paid from February 2025 revenue to the City in March 2025	$35,861,279.26	

Comparison of City payment per Bond Ordinance (plus adjustments for memorandums of understanding) vs. Budget before deduction for utility services provided to the City:

(Dollars in thousands)

February 2025	Actual	Budget	Variance	
Current Month **A**	$39,216	$41,657	($2,441)	-5.9%
Year-to-Date	$39,216	$41,657	($2,441)	-5.9%

Approval of the following resolution is requested:

"**BE IT RESOLVED** by the CPS Energy Board of Trustees that payment to the City of San Antonio in the amount of $35,861,279.26 representing 14% of applicable system gross revenues for the month of February 2025, such payment being net of City utility services ($3,056,425.56), and a reduction for January 2025 accounting adjustment ($298,296.17), is hereby approved."

B. Minutes from the February Regular Board Meeting held on February 24, 2025

VII. PROCUREMENT REQUEST FOR APPROVAL: NEW ELECTRIC AND GAS INFRASTRUCTURE INSTALLATION SERVICES

Mr. LeeRoy Perez, Vice President, Transmission & Distribution Engineering & Grid Transformation, noted that the procurement will support new electric and gas infrastructure. Vice Chair Dr. Mackey requested that the item be deferred and discussed in an additional committee meeting. The Board of Trustees discussed and asked questions. Chair Romero deferred the item to the April Board of Trustees meeting.

VIII. PROCUREMENT REQUEST FOR APPROVAL: SPRUCE TO PAWNEE TO TANGO LIVE LINE 345KV TRANSMISSION LINE REBUILD

Mr. Perez noted that the work is to support an ERCOT endorsed project critical to the reliability of the ERCOT system. The selected company will rebuild an existing 58-mile-long 345kV transmission line from the Spruce Power Plant to the Pawnee Station to the Tango Station in South Texas.

The Board of Trustees asked questions and discussed the procurement. Trustee Gonzalez moved to approve the procurement, and it was seconded by Mayor Nirenberg. The motion was approved 4-1, with Trustee Steen voting against the motion.

IX. PROCUREMENT REQUEST FOR APPROVAL: JOINT TRENCH GAS AND ELECTRIC SERVICE INSTALLATION

Mr. Perez noted that the selected companies will provide electric and gas construction services. Mayor Nirenberg moved to approve the procurement, and it was seconded by Trustee Steen. The motion was unanimously approved.

*****The procurement package is attached as Attachment "A" to the meeting minutes.

X. FY2025 YEAR-END PERFORMANCE RECAP

Mr. Cory Kuchinsky, Chief Financial Officer & Treasurer, presented our FY2025 year-end performance. He then presented on the past-due receivables and enterprise scorecard year-end results.

The Board of Trustees discussed the presentation and asked questions.[1]

XI. EXECUTIVE SESSION

At approximately 3:27 p.m., Chair Romero announced the Board would go into Executive Session, and Ms. Ramirez announced that the required notice had been posted and that the Trustees, with only necessary parties in attendance, would convene into Executive Session, pursuant to the provisions of Chapter 551 of the Texas Government Code, for discussion of a number of posted items, including the following:

[1] Trustee Steen requested that his comments be included in total and provided his written summary, which is attached to the meeting minutes as Attachment "B".

- Attorney-Client Matters (§551.071)
- Real Property (§551.072)
- Personnel Matters (§551.074)

The Board reconvened in open session at 4:03 p.m. The quorum was re-established, and all members were present. Ms. Ramirez reported that only the matters cited above, and no others, were discussed, and no votes were taken in Executive Session.

XII. ADJOURNMENT

There being no further business to come before the Board, upon a motion duly made by Vice Chair Dr. Mackey, seconded by Mayor Nirenberg, and upon an affirmative vote by all members present, the meeting was unanimously adjourned at 4:10 p.m. by Chair Romero.

Shanna M. Ramirez
Secretary of the Board

CPS Energy Board of Trustees Meeting
March 31, 2025
APPROVAL of PROCUREMENT ITEMS
Table of Contents

1.	**Item Description:**	**New Electric and Gas Infrastructure Installation Services**
	Purchase Category:	**General Services**
	Supplier:	Badeco, Inc. dba HB Utilities
		Benton-Georgia, LLC
		MasTec North America, Inc
		Mears Installation, LLC
		Wampole-Miller, Inc. dba Miller Bros

2.	**Item Description:**	**Spruce to Pawnee to Tango Live Line 345kV Transmission Line Rebuild**
	Purchase Category:	**General Services**
	Supplier:	Quanta Infrastructure Solutions Group, LLC

3.	**Item Description:**	**Joint Trench Gas and Electric Installation Services**
	Purchase Category:	**General Services**
	Supplier:	Greenstone Electrical Services, LLC
		Mears Installation, LLC
		Wampole-Miller, Inc. dba Miller Bros

Approval: Lewis, Lisa D Digitally signed by Lewis, Lisa D Date: 2025.03.10 12:29:19 -05'00'

Lisa Lewis, Chief Administrative Officer

Approval: Hardwick, DeAnna Digitally signed by Hardwick, DeAnna Date: 2025.03.10 17:25:37 -05'00'

DeAnna Hardwick, Acting President & CEO

CPS Energy Board of Trustees Meeting
March 31, 2025
Procurement Form 1

ELECTRIC SYSTEM GROWTH | GAS SYSTEM GROWTH

Item Description	New Electric and Gas Infrastructure Installation Services
Purchase Order Value	**$171,000,000**
Purchase Category	General Services
Department	Energy Delivery Services
Vice President Construction & Maintenance Services	Jose Trevino
Chief Energy Delivery Officer	Richard Medina

Detailed Description

CPS Energy staff recommend that a contract be awarded to Badeco, Inc. dba HB Utilities, a local, small firm and Benton-Georgia, LLC, MasTec North America, Inc, Mears Installation, LLC, and Wampole-Miller, Inc dba Miller Bros, all local firms, as the respondents who will provide the services at the best value for CPS Energy based on the evaluation criteria set forth below.

These contracts are for the installation of new electric and gas distribution lines within new subdivisions and apartment complexes, typically before the homes and apartments are constructed. These contracts help to meet the demand from builders and developers within the community. This contract will expire on March 31, 2028.

Subcontracting Opportunities

All large businesses awarded a contract have committed to subcontract a portion of the services to one or more small businesses.

The solicitation method for this procurement was a Request for Proposal (RFP). An evaluation team considered the following weighted evaluation criteria to determine the best value to CPS Energy.

Evaluation Criteria	Points
Experience and qualifications to perform the Services	35
The overall cost	20
Safety records and training program	20
The ability to meet CPS Energy requirements	15
Economic development (Local and Small Business consideration)	10
The financial soundness of the Respondent	Pass/Fail
TOTAL	**100**

CPS Energy Board of Trustees Meeting
March 31, 2025
Procurement Form 1

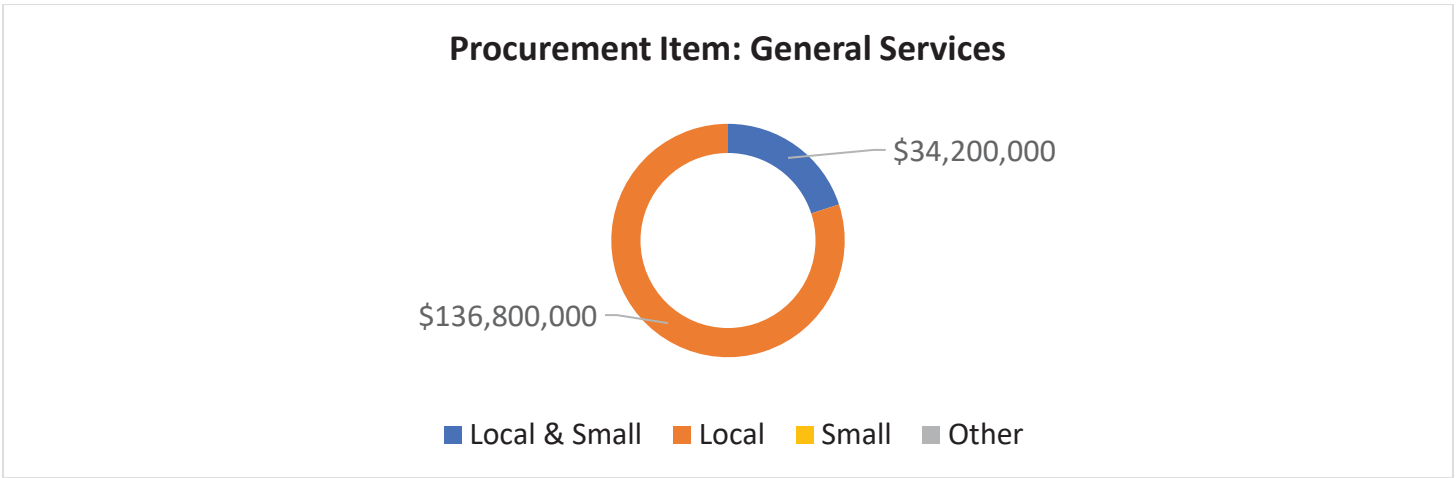
ELECTRIC SYSTEM GROWTH | GAS SYSTEM GROWTH

Recommended Respondent(s) & Award					
Respondent Name	**SBA Classification & Details**	**Score**	**PO Value**	**PO #**	**Comments**
Benton-Georgia, LLC	Local	92	$34,200,000	2224449	
Mears Installation, LLC	Local	91	$34,200,000	2224451	
Badeco, Inc. dba HB Utilities	Local/Small	90	$34,200,000	2224450	**Corporate headquarters located in the San Antonio Metropolitan Area**
MasTec North America, Inc	Local	90	$34,200,000	2224448	
Wampole-Miller, Inc dba Miller Bros	Local	88	$34,200,000	2224452	
		TOTAL	**$171,000,000**		

Four (4) additional respondents were not recommended for award: ASPS Holdings LLC dba Superior Pipeline Services; Bartek Construction Co; Future Infrastructure, LLC; and JAMCO Ventures, LLC.

Annual Funds Budgeted						
Corporate Annual Budget	Funding Method	Projected FY2026 PO Spend	% of FY2026 Annual Corp Budget	Projected FY2027 PO Spend	Projected FY2028 PO Spend	Projected FY2029 PO Spend
$1,501,000,000	Capital	$57,000,000	3.8%	$57,000,000	$57,000,000	$0
$982,000,000	Non-Fuel O&M	$0	0%	$0	$0	$0

Our current approved budget and latest estimates support these new purchase orders.



CPS Energy Board of Trustees Meeting
March 31, 2025
Procurement Form 2

RESILIENCE/ RELIABILITY | ELECTRIC SYSTEM GROWTH | TCOS REIMBURSEMENT

Item Description	Spruce to Pawnee to Tango Live Line 345kV Transmission Line Rebuild
Purchase Order Value	**$150,000,000**
Purchase Category	General Services
Department	Energy Delivery Services
VP T&D Engineering & Grid Transformation	LeeRoy Perez
Chief Energy Delivery Officer	Richard Medina

Detailed Description

CPS Energy staff recommend that a contract be awarded to Quanta Infrastructure Solutions Group, LLC as the respondent who will provide the services at the best value for CPS Energy based on the evaluation criteria set forth below.

This contract is for the procurement of live line, bare hand transmission construction services for the Spruce to Pawnee and Pawnee to Tango 345kV transmission lines. This contract will allow CPS Energy to keep critical lines energized while rebuilding the current line to a double circuit transmission line. This rebuild and additional circuit will provide an avenue for more power to travel in this critical circuit path that supports the electric grid and CPS Energy. This contract will expire on March 31, 2028.

Subcontracting Opportunities

Quanta Infrastructure Solutions Group, LLC has committed to subcontract a portion of the services to one or more local or small businesses.

The solicitation method for this procurement was a Request for Proposal. An evaluation team considered the following weighted evaluation criteria to determine the best value to CPS Energy.

Evaluation Criteria	Points
Experience and qualifications to perform the Services	50
Safety records and training program	20
The overall cost	10
The ability to meet CPS Energy's requirements	10
Economic Development (Local and Small business consideration)	10
The financial soundness of the Respondent	Pass/Fail
TOTAL	**100**

CPS Energy Board of Trustees Meeting
March 31, 2025
Procurement Form 2

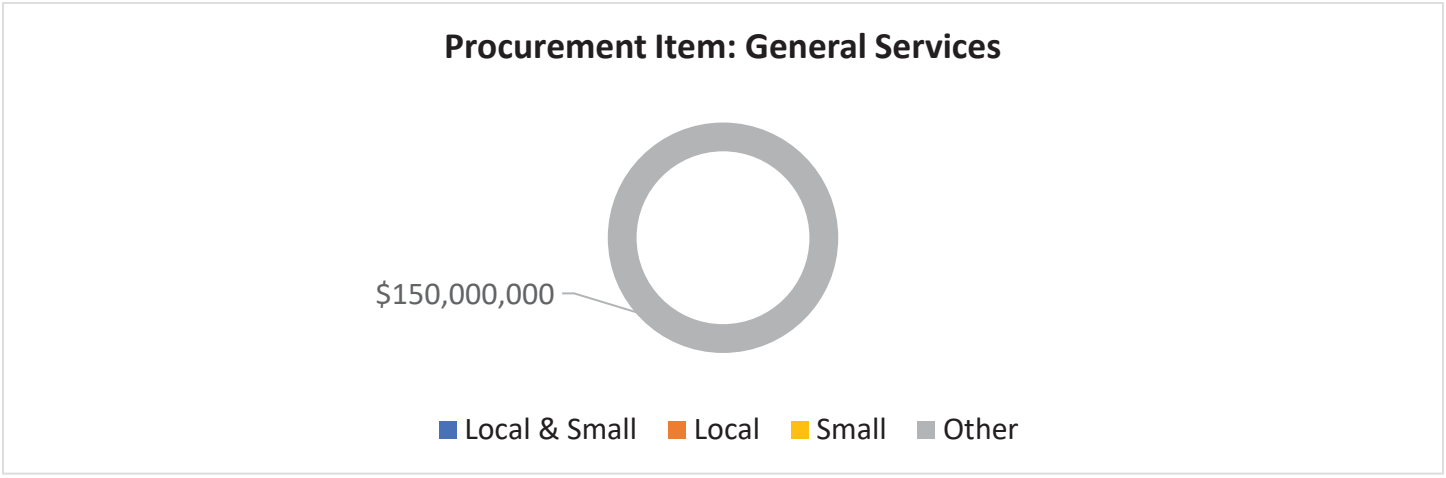
RESILIENCE/ RELIABILITY | ELECTRIC SYSTEM GROWTH | TCOS REIMBURSEMENT

Recommended Respondent(s) & Award					
Respondent Name	**SBA Classification & Details**	**Score**	**PO Value**	**PO #**	**Comments**
Quanta Infrastructure Solutions Group, LLC		63	$150,000,000	2224931	
		TOTAL	**$150,000,000**		

Two (2) additional respondents were not recommended for award: Pike Electric LLC and Utility Construction Services, LLC.

Annual Funds Budgeted						
Corporate Annual Budget	Funding Method	Projected FY2026 PO Spend	% of FY2026 Annual Corp Budget	Projected FY2027 PO Spend	Projected FY2028 PO Spend	Projected FY2029 PO Spend
$1,501,000,000	Capital	$65,000,000	4.3%	$85,000,000	$0	$0
$982,000,000	Non-Fuel O&M	$0	0%	$0	$0	$0

Our current approved budget and latest estimates support these new purchase orders.



CPS Energy Board of Trustees Meeting
March 31, 2025
Procurement Form 3

ELECTRIC SYSTEM GROWTH | GAS SYSTEM GROWTH

Item Description	Joint Trench Gas and Electric Installation Services
Purchase Order Value	**$110,000,000**
Purchase Category	General Services
Department	Energy Delivery Services
VP Construction & Maintenance Services	Jose Trevino
Chief Energy Delivery Officer	Richard Medina

Detailed Description

CPS Energy staff recommend that a contract be awarded to Greenstone Electrical Services, LLC, a local, small firm, and Mears Installation, LLC and Wampole-Miller, Inc. dba Miller Bros, both local firms, as the respondents who will provide the services at the best value for CPS Energy based on the evaluation criteria set forth below.

These contracts are for the installation of new gas and electric underground service from the main distribution lines, typically from the edge of the street to new residential homes. These contracts help to meet the demand from builders and developers within the community. This contract will expire on April 30, 2028.

Subcontracting Opportunities

Mears Installation, LLC and Wampole-Miller, Inc. dba Miller Bros have committed to subcontract a portion of the services to one or more small businesses.

The solicitation method for this procurement was a Request for Proposal. An evaluation team considered the following weighted evaluation criteria to determine the best value to CPS Energy.

Evaluation Criteria	Points
Experience and qualifications to perform the Services	35
The overall cost	20
Safety records and training program	20
The ability to meet CPS Energy's requirements	15
Economic Development (Local and Small business consideration)	10
The financial soundness of the Respondent	Pass/Fail
TOTAL	**100**

CPS Energy Board of Trustees Meeting
March 31, 2025
Procurement Form 3

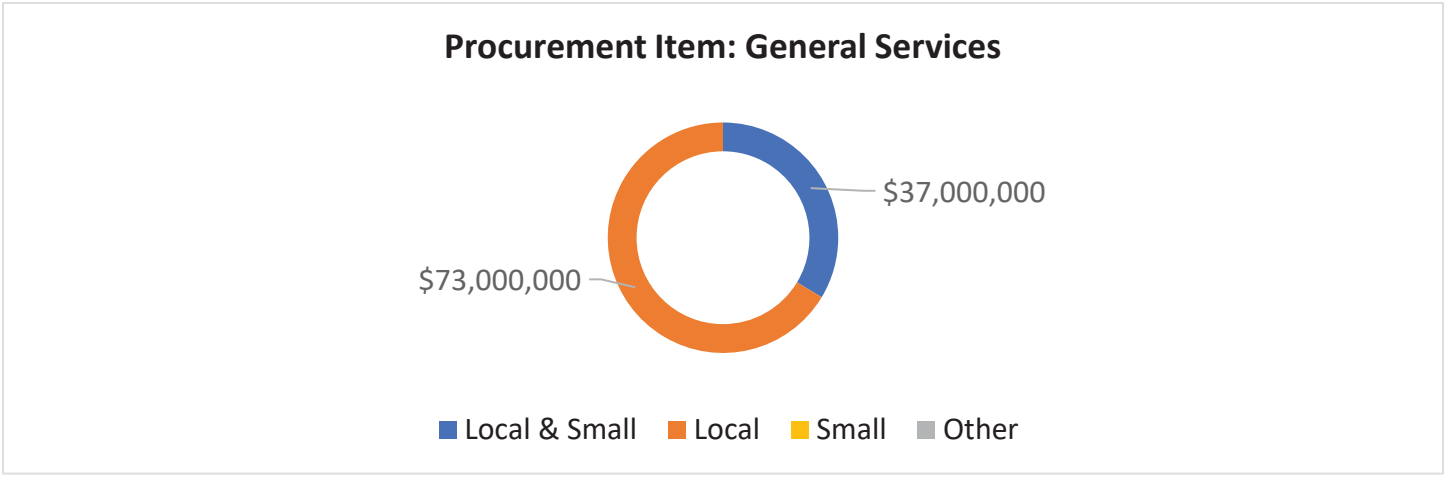
ELECTRIC SYSTEM GROWTH | GAS SYSTEM GROWTH

Recommended Respondent(s) & Award					
Respondent Name	**SBA Classification & Details**	**Score**	**PO Value**	**PO #**	**Comments**
Greenstone Electrical Services, LLC	Local/Small	98	$37,000,000	2225250	**Company headquartered in the San Antonio Metropolitan Area**
Mears Installation, LLC	Local	93	$37,000,000	2225251	
Wampole-Miller, Inc. dba Miller Bros	Local	87	$36,000,000	2225252	
		TOTAL	**$110,000,000**		

Five (5) additional respondents were not recommended for award: Badeco Inc.; Bartek Construction Co.; Benton-Georgia, LLC; Mastec North America Inc.; and Superior Pipeline Services.

Annual Funds Budgeted						
Corporate Annual Budget	Funding Method	Projected FY2026 PO Spend	% of FY2026 Annual Corp Budget	Projected FY2027 PO Spend	Projected FY2028 PO Spend	Projected FY2029 PO Spend
$1,501,000,000	Capital	$36,000,000	2.4%	$37,000,000	$37,000,000	$0
$982,000,000	Non-Fuel O&M	$0	0%	$0	$0	$0

Our current approved budget and latest estimates support these new purchase orders.



3/31/2025

John Steen Comments and Questions

FY2025 Year-End Performance Recap

Agenda Item #10

- Mr. Kuchinsky, I very much appreciate your presentation today. I've commented extensively on CPS Energy's FY2025 performance during previous board meetings so I'll just hit four main points today.

- First Point: Please put up **slide 5** entitled "FY2025 Full Year Net Income – Plan to Actual Walk-Forward." I believe this is what you call your "waterfall slide." I want to focus on the long green bar left of center labeled "Favorable market conditions," and we can see the figure 215.3 million dollars. As Mr. Kuchinsky points out, this is income over the budgeted amount of 30 million dollars. This wholesale revenue flowed to CPS Energy because our electricity was sold into the grid during periods of high demand. Importantly, it's money that doesn't come out of our customers' pockets. Mr. Kuchinsky properly refers to this as a "one-time lift in revenue." For perspective, for a number of years prior to 2023, CPS Energy came in below forecasted or budgeted wholesale revenues, which created financial strain. Wholesale revenues fluctuate so we can't rely on them. Another term that might apply to this income is "windfall" – a financial gain that's not part of regular or expected income. In sum, it's favorable that it occurred in this fiscal year, but looking and planning ahead, it's unreliable. I think Mr. Kuchinsky would agree with my observations.

- Second Point: Please put up **slide 8** entitled "Past-Due Customer Balance – Reducing Our Risk Profile." I'm disappointed that, in your recent board presentations, you seem to be providing less and less information on this important topic. You have at least one of your five trustees who's keenly interested in this subject, and yet you choose not to disclose key details in your presentation. For example, you left off information about CPS customers in arrears as of January 31, 2025. The last day of FY 2025, how many total customers were past-due? And how many of CPS Energy's residential customers were past-due? And what percentage of out residential customers is that? I assume it's still 20% Ms. Hardwick, you told this board at our December 18, 2023, meeting that, before this upsurge in past-due accounts began three or so years ago, the number of customers in arrears was typically around 15,000 and the amount in arrears around five million dollars. [at 58 minutes, 30 seconds] So let's compare. Back then 15,000 customers, today 200,000 customers. Back then, in arrears for five million dollars, today in arrears for 27 times that amount, that is, 135 million dollars. Yes, you're trending in the right direction, but CPS Energy is absolutely not making satisfactory progress. In the meantime, CPS Energy is approaching management's next planned every-two-year base rate increase. The slide you're presenting us today casts this issue in the best possible light. I understand your motivation for presenting it this way. But it remains an intractable predicament. Are we ever going to get back to the old days when this was a 15,000-customer-in-arrears-for-five- million-dollars type of problem?

- Third point. Please put up **slide 7** entitled "Proactively Maintained Strong Credit Ratings." Notwithstanding your self-congratulatory language, here are the facts: Over four years go, following winter storm Uri, all three credit rating agencies downgraded CPS Energy, and that downgraded status continues to this day. Not long ago all three credit rating agencies reached concurrence that our outlook is "Stable," which means our ratings are not likely to be changed. As I've said over the years since we received post-Uri downgrades, I believe strongly that our CEO should be challenged to restore our ratings instead of being content to maintain our current downgraded ratings. I can't help but believe that, if the right things had been prioritized early on, such as aggressive cost control and cost reduction as well as at least pausing if not altogether foregoing expensive but unnecessary fiscal commitments, we'd be well on our way back to where we were ratings wise pre-Uri and, by the same token, in a much healthier position financially.

- Fourth and final point: Please put up **slide 12**. Here we see our "FY2025 Enterprise Measure Results – As of January 31, 2025." So this is our final report card for the concluded FY2025. As I said at our January meeting, look at all the red in the "Year-End Result" column – the final one on the right. For the nine years I've been on the board, we've consistently referred to our enterprise metrics or measures as our "report card." In this regard, Mr. Garza, I'm sorry to say that the results are dismal. A 63 or D- for the last two years, and now with four out of the eight measures in the red – that is, "not achieved" for FY 2025, the fiscal year ended January 31, 2025 – it's a 50 or F. While you can offer explanations or drivers as well as mitigations on the final three pages of the Appendix, there's no getting around this failure, Mr. Garza. These results are distressing and should be intolerable to this board.

- In closing, Ms. Ramirez, I respectfully request that my statement on this agenda item be included in total in the minutes of today's meeting.