

**RESOLUTION APPOINTING TAMELA MONROE AS THE CHIEF FINANCIAL OFFICER (“CFO”) OF THE UTILITY DEBT SECURITIZATION AUTHORITY (“UDSA”)**

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**RESOLVED**, that the Board of Trustees of the UDSA hereby appoints Tamela Monroe, LIPA’s Chief Financial Officer, as the CFO of the UDSA, effective November 16, 2020, until the earlier of her resignation or removal.

November 16, 2020

**Tamela Monroe**  
**Chief Financial Officer**



Tamela Monroe is LIPA's Chief Financial Officer. Ms. Monroe is responsible for all financial activities, including accounting, budgeting, debt issuance, financial reporting, financial policy, investor relations, risk management, and treasury. Ms. Monroe joined LIPA in July 2020. Ms. Monroe has over 35 years of public power experience, including senior positions at two of the country's largest public power companies. Prior to joining LIPA, Ms. Monroe was the Chief Planning and Finance Officer and Acting CEO for Colorado Springs Utilities and Interim Chief Financial Officer and Senior Director of Business Analysis and Pricing for the Omaha Public Power District. Ms. Monroe holds two Bachelor of Science degrees in Accounting and Finance from Northwest Missouri State University and a Master of Business Administration from Creighton University.

# Tamela Ruth Monroe

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Strategically-focused, results-oriented and collaborative executive; seeking new leadership opportunities. Innovative problem-solver generating practical solutions, while balancing risk parameters and flexibility. Excellent communication and talent development skills.

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## **Core Competencies**

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- Strategic/Financial/Resource Planning
  - Accounting/Reporting
  - Finance
  - Budgeting/Forecasting
  - Pricing/Rates
  - Enterprise Risk Management
  - Supply Chain/Fleet Management
  - Power Market Contracting
  - Portfolio/Project Management
  - Investor/Agency/Public Relations
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## **Colorado Springs Utilities**

Colorado Springs Utilities is the largest four service utility in the United States providing Electric, Gas, Water and Wastewater services, employing 1,800 and serving a population of approximately 500,000 across the south-central front range of Colorado. The Utilities' operating revenue for 2018 was \$890 million with assets of \$4.8 billion.

### **Chief Planning & Finance Officer**

**2018 - 2019**

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Directed the Planning and Finance Division – Finance, Generation Resource Planning, Rates, Accounting, Financial Planning, Enterprise Risk Management, Procurement, Warehousing, Fleet

#### **Leadership**

#### **Financial Leadership**

#### **Customer Options**

#### **Communications**

#### **Operational Efficiencies**

#### **Supply Chain**

- Acting CEO during an extended CEO absence
- Executed in 18 months the financial plan modifications to achieve an up-grade to AA+ from Standard & Poor's Global Ratings
- Directed the restructure of the debt portfolio to reduce risk
- Directed rate design to improve price signals and create transparency
- Created a Green Power Service Rate
- Led redesign and execution of Resource Planning for Electric and Gas, including a robust stakeholder process
- Chair of the Enterprise Projects Allocation/Review Committee for all four services, improved capital deployment by 20% in 18 months
- Led the optimization of operations supported by a new budget process to provide safe, reliable and cost-effective services
- Redesigned the procurement, warehousing and fleet functions to improve processing capabilities and gain financial efficiencies

## Omaha Public Power District

The Omaha Public Power District is the twelfth largest publicly owned electric utility in the United States, employing 2,300 and serving 370,000 customers across 5,000 square mile Nebraska service area through its retail and wholesale operations. The District's operating revenue for 2017 was \$1.1 billion with assets of \$5.4 billion.

### **Senior Director – Business Analysis & Pricing Interim Chief Financial Officer**

**January 2017 – January 2018  
January 2017 – June 2017**

Directed Accounting, Auditing, Finance, Supply Chain, Resource Planning, Financial Planning and Analysis, Corporate and Capital Budgeting, Pricing and Rate Design, Load Forecasting, Financial Reporting, Corporate Portfolio/Project Management, Nuclear Business Operations

<b>Leadership</b>	<ul style="list-style-type: none"><li>Acting CFO responsibilities, with daily Board of Directors interaction</li></ul>
<b>Generation Resource Planning</b>	<ul style="list-style-type: none"><li>Led the development of the Integrated Resource Plan, Power Market optimization and public stakeholder process establishing a Renewable Goal at 50% of retail sales, while currently enhancing renewables to 30% of retail sales</li></ul>
<b>Renewable Energy</b>	<ul style="list-style-type: none"><li>Directed escrow swaps creating 2017 savings exceeding \$1.0 million</li><li>Led the implementation of Supply Chain transformation to achieve 20% savings in procurement</li></ul>
<b>Stakeholder Engagement</b>	<ul style="list-style-type: none"><li>Led the development and implementation of a corporate portfolio and project management process, improving capital deployment efficiency by 30%</li></ul>
<b>Operational Efficiencies</b>	<ul style="list-style-type: none"><li>Led the Nuclear Business Operations group to provide financial direction, accounting treatment and oversight of the Fort Calhoun Nuclear Station closure and decommissioning</li><li>Directed new rate option development to ensure the accuracy of pricing signals and to improve corporate financial sustainability</li></ul>

### **Division Manager – Business Analysis & Pricing**

**June 2015 – December 2016**

Directed Resource Planning, Financial Planning and Analysis, Corporate and Capital Budgeting, Pricing and Rate Design, Load Forecasting, Financial Reporting, Corporate Portfolio/Project Management, Nuclear Business Operations

<b>Leadership</b>	<ul style="list-style-type: none"><li>Interacted with and presented to the Board of Directors on a monthly basis and assumed CFO responsibilities in his absence</li></ul>
<b>Innovative Pricing</b>	<ul style="list-style-type: none"><li>Led Retail Rate Restructuring resulting in improved price signals to customers and increased corporate financial stability</li></ul>
<b>Stakeholder Engagement</b>	<ul style="list-style-type: none"><li>Led public stakeholder process on Retail Rate Restructure</li></ul>

**Operational  
Efficiencies**

**Financial  
Management**

**Customer Options**

**Industry  
Leadership**

**Communications**

- Directed the development of a new corporate budgeting process to increase process efficiency and support rate targets
- Chairperson of the Capital Project Committee
- Co-Led the OPPD Way, 2016 Organizational Budget Effectiveness identifying \$49.3 million in Operations and Maintenance savings
- Created a market rate for large industrial customers attracting international interest which resulted in a new customer development creating the largest investment project in Nebraska history
- Presenter on Stakeholder Engagement, Rate Restructuring and Rate Design at APPA, RMEL, World Resources Institute and Nebraska Power Review Board

**Division Manager – Business Planning & Pricing**

**May 2011 – June 2015**

Directed Strategic Planning, Resource Planning, Financial Planning and Analysis, Performance Reporting, Corporate and Capital Budgeting, Pricing and Rate Design, Load Forecasting, Grant Administration, Financial Reporting, Corporate Project Management, Nuclear Business Operations

**Leadership**

**Strategic  
Planning**

**Stakeholder  
Engagement**

**Renewable  
Energy**

**Innovative  
Pricing**

**Operational  
Efficiencies**

- Interacted with and presented to the Board of Directors and assumed CFO responsibilities in his absence
- Led the establishment and implementation of the Corporate Strategic Plan and performance reporting processes
- Led the resource planning analysis of major power supply facilities and purchase contracts establishing enhanced renewable goals of 30% and closing aging coal-fired generation
- Directed the development of new rate options attracting interest from Fortune 50 international firms looking to expand
- Directed the development of a financial model creating 5-year rate targets and financial plans. The process resulted in eliminating the rate increase for 2014, improving the company's position relative to the regional and national retail average.
- Developed and implemented a capital allocation process to evaluate and prioritize annual capital expenditures of \$200 to \$300 million, resulting in a \$30 million annual reduction in capital expenditures
- Led the formation a Nuclear Business Operations group to provide financial direction and oversight of the Fort Calhoun Nuclear Station and to ensure business plans and financial goals were effectively achieved

**Manager Financial Planning & Budgeting****May 2010 – May 2011**

Directed the development of comprehensive short-term, mid-range and long-range financial plans, facilitated \$40 million in efficiency savings to achieve the corporate objectives

**Manager Finance & Capital Management****2006 – May 2010**

Directed the development of a liquidity and financing models and investments, led the issuance of \$2.3 billion in bonds, member of the construction team for a 687 MW generating station and 50 miles of 345kV transmission lines

**Senior Financial Analyst****2000 – 2006****Supervisor Corporate Accounting****1983 – 2000****Accountant****1982 – 1983****American Charter Federal Savings & Loan**

American Charter was one of the largest Savings & Loan Associations in the United States. It was headquartered in Lincoln, Nebraska and held \$955 million in assets and \$877 million in customer deposits. American Charter owned and operated nine subsidiary companies in insurance, real estate and land development. It merged with First Bank in 1992.

**Supervisor General & Subsidiary Accounting****November 1981 – 1982****FSLIC Coordinator****October 1981 – 1982****Acquisition and Merger Coordinator****August 1981 – 1982****Supervisor Subsidiary Company Accounting****August 1981– November 1981****Accountant****May 1981 – August 1981**


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**Education**


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## Masters of Business Administration

Creighton University – 2004 – 3.92 GPA

## Bachelor of Science, Finance

## Bachelor of Science, Accounting

Northwest Missouri State University – 1981 – 3.89 GPA

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**Activities & Honors**


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CS Chamber &amp; EDC Board

Public Authority for Colorado Energy Board

CSU Foundation Board

Omaha COC – Leadership Omaha

FGI International – BSL Leader

2017 OPPD Award of Excellence

Partnership for Kids – mentor

Completely Kids – volunteer

Care and Share – volunteer

Salvation Army Kids

Habitat for Humanity

Sidney School Board – Financing Advisor