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

RESOLVED, that the Board of Trustees of the USDA hereby appoints Tamela Monroe, LIPA’s Chief Financial Officer, as the CFO of the USDA, 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.

Core Competencies

- 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

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


Leadership

- 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

Financial Leadership

- Chair of the Enterprise Projects Allocation/Review Committee for all four services, improved capital deployment by 20% in 18 months

Customer Options

- Led the optimization of operations supported by a new budget process to provide safe, reliable and cost-effective services

Communications

- Redesigned the procurement, warehousing and fleet functions to improve processing capabilities and gain financial efficiencies

Operational Efficiencies

- Supply Chain

- Budgeting/Forecasting
- Pricing/Rates
- Portfolio/Project Management
- Investor/Agency/Public Relations
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  January 2017 – January 2018
Interim Chief Financial Officer  January 2017 – June 2017


Leadership
• Acting CFO responsibilities, with daily Board of Directors interaction
• 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

Generation
• Directed escrow swaps creating 2017 savings exceeding $1.0 million

Resource Planning
• Led the implementation of Supply Chain transformation to achieve 20% savings in procurement

Renewable Energy
• Led the development and implementation of a corporate portfolio and project management process, improving capital deployment efficiency by 30%

Stakeholder Engagement
• Led the Nuclear Business Operations group to provide financial direction, accounting treatment and oversight of the Fort Calhoun Nuclear Station closure and decommissioning
• Directed new rate option development to ensure the accuracy of pricing signals and to improve corporate financial sustainability

Operational Efficiencies

Division Manager – Business Analysis & Pricing  June 2015 – December 2016


Leadership
• Interacted with and presented to the Board of Directors on a monthly basis and assumed CFO responsibilities in his absence

Innovative Pricing
• Led Retail Rate Restructuring resulting in improved price signals to customers and increased corporate financial stability

Stakeholder Engagement
• Led public stakeholder process on Retail Rate Restructure
- 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**


- 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

Education

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

Activities & Honors

CS Chamber & EDC Board  
Partnership for Kids – mentor
Public Authority for Colorado Energy Board  
Completely Kids – volunteer
CSU Foundation Board  
Care and Share – volunteer
Omaha COC – Leadership Omaha  
Salvation Army Kids
FGI International – BSL Leader  
Habitat for Humanity
2017 OPPD Award of Excellence  
Sidney School Board – Financing Advisor