

---

**STEVEN R. ADAMS**

---

**PROFESSIONAL EXPERIENCE**

**IBEDROLA USA MANAGEMENT CORPORATION**

**2004-present Vice President, Regulatory Strategy**

- Oversee and review major regulatory case activities related to the IUSA Network utilities (e.g., rate cases – testimony, data responses, pleadings, etc.; generic proceedings, significant proceedings).
- Create and develop regulatory strategies, policies and positions and present them orally and in writing before regulatory authorities.
- Oversee and develop detail regulatory financial modeling (sales forecasts, rate of return statements, revenue requirements, rate base calculations, cash working capital, rate design, costs of service studies, regulatory financial projections).
- Oversee regulatory compliance, administration, tariffs and pricing, and terms and conditions of service.

**2001 – 2004 Director, Rates and Regulatory Economics**

- Provide policy guidance and establish regulatory strategies for Energy East operating company regulatory proceedings.
- Direct and prepare detail regulatory financial modeling for major rate cases and negotiations.
- Participant in merger proceedings, settlement negotiations and rate case management.

**NEW YORK STATE ELECTRIC & GAS CORPORATION**

**1998-2001 Manager – Gas Pricing, Regulation and Strategy**

- Directed NYSEG gas pricing and regulatory matters, including negotiated sales and transportation agreements, tariffs and gas business financial planning.
- Provide policy, revenue requirement and rate design testimony for NYSEG Gas. Negotiate multi-year rate plans.
- Oversee gas revenue requirement and rate design, cost recovery mechanisms, gas supply fixed price option and index price options.

**1997-1998 Manager – Gas Pricing**

- Managed NYSEG gas pricing policies for firm service, interruptible service, gas transportation and large customer pricing negotiations.
- Oversee and write gas tariffs including terms and conditions under gas restructuring in New York.

**1995-1997 Specialist**

- Prepare multi-year revenue requirements for NYSEG Gas (rate of return and rate base).
- Assist in the creation of multi-year rate plans for the gas business

**VIRGINIA STATE CORPORATION COMMISSION**

**1993-1995 Principal Public Utility Accountant**

- Lead Staff accounting auditor for major electric rate applications.
- Prepared written and oral testimony on staff accounting adjustments in regulatory proceedings for electric, gas and water utilities. Area of technical expertise was in the treatment of federal income taxes for regulatory purposes.

**1991-1993 Senior Public Utility Accountant**

- Prepared and presented testimony on utility rate applications.
- Analyzed and prepared rate case adjustments.

**1987-1991 Public Utility Accountant**

- Audited utility financial applications, prepared staff accounting adjustments on O&M and income taxes.
- Prepared rate of return and rate base schedules.

**EDUCATION**

BS, Business Administration, Accounting, James Madison University, 1987

Certified Public Accountant

**JOSEPH J. SYTA**

---

**PROFESSIONAL EXPERIENCE**

**ROCHESTER GAS AND ELECTRIC COMPANY (RG&E)**

**NEW YORK STATE ELECTRIC & GAS CORPORATION (NYSEG) 1985 – present**

**2004–present Vice President, Controller and Treasurer – NYSEG and RG&E**

- Litigation and negotiation of various regulatory proceedings, including rate cases
- Responsible for Operating Company accounting and finance processes included below under Controller and Treasurer
- Company executive responsible for Management Audit
- Led team responsible for sale of Ginna nuclear plant
- Fiduciary Committee member
- Executive Load Forecast Committee member

**2002-2003 Controller and Treasurer – NYSEG and RG&E**

- Responsible for all accounting and finance functions with direct responsibility for a 120 person staff, including
  - Cash Management and Remittance Processing
  - Internal and External (SEC, FERC, PSC) Reporting
  - Affiliate Accounting
  - Budgeting
  - Taxes
  - Payroll
  - Accounts Payable
  - Property Accounting
  - Insurance
- Litigation and negotiation of various regulatory proceedings, including rate cases
- Interface with external auditors

**2000-2002 Assistant Controller – RG&E**

- Litigation and negotiation of various regulatory proceedings, including rate cases
- Led team responsible for sale of Nine Mile Point 2 nuclear station
- Prepare forecasts for business planning and regulatory purposes.
- Responsible for all accounting functions

**1992-1999 Manager Corporate Accounting – RG&E**

- A variety of corporate accounting and regulatory responsibilities

**1988–1992 Manager – Property Accounting – RG&E**

- Tracking of over \$2 billion in plant assets
- Implemented a new depreciation system

**1985–1988 Manager, Financial Systems – RG&E**

- Implemented and maintained new accounting systems

**EDUCATION**

**MBA, Accounting**, William E. Simon School, University of Rochester - 1992

**BS, Management**, Rensselaer Polytechnic Institute, Troy, NY - 1979

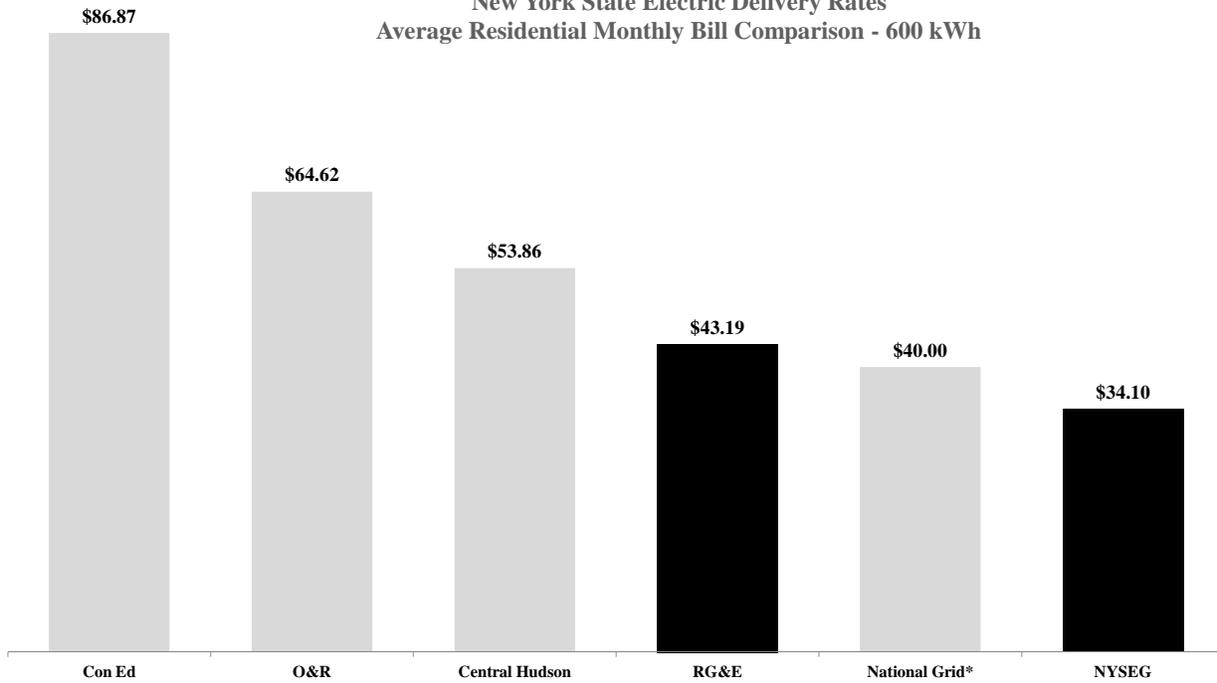
**TESTIMONY / PANELS AND SUBJECT AREAS**

	<b>Panel/Witness</b>	<b>Subject Matter</b>
1	Policy Panel	<ul style="list-style-type: none"> <li>• Overview of Rate Case Filing</li> <li>• Interaction with Reforming the Energy Vision Proceeding</li> <li>• Major Rate Drivers</li> </ul>
2	Revenue Requirements Panel	<ul style="list-style-type: none"> <li>• Historical Financial Data</li> <li>• Specific Rate Adjustments to Revenue, O&amp;M Expense, Depreciation, and Other Taxes</li> <li>• Income Taxes</li> <li>• Rate Base</li> <li>• Reserves and Reconciliations</li> <li>• Credit Metrics</li> <li>• Changes in Accounting Practices</li> </ul>
3	Reforming the Energy Vision (“REV”) Panel	<ul style="list-style-type: none"> <li>• REV Implementation Plan and Activities</li> <li>• Energy Smart Community Project</li> </ul>
4	Vegetation Management Panel	<ul style="list-style-type: none"> <li>• NYSEG Electric 5-Year Cycle Trim and Reclamation</li> <li>• RG&amp;E Vegetation Management</li> <li>• Transmission Vegetation Management</li> <li>• Incremental Staffing</li> <li>• Emerald Ash Borer</li> </ul>
5	Return on Equity and Capital Structure (Concentric)	<ul style="list-style-type: none"> <li>• Cost of Equity</li> <li>• Capital Structure</li> <li>• Capital Market Conditions</li> </ul>
6	Workforce/Compensation/Benefits Panel	<ul style="list-style-type: none"> <li>• Workforce Projections</li> <li>• Overall Compensation</li> <li>• Pensions, OPEBS and Other Benefits</li> </ul>
7	Customer Service Panel	<ul style="list-style-type: none"> <li>• Customer Service Quality Measures</li> <li>• Low Income Programs</li> <li>• Credit Cards / Debit Cards</li> <li>• Walk-In Offices</li> <li>• Uncollectible Expense</li> <li>• Deposits</li> <li>• Customer Bill and/or Outage Alerts</li> <li>• Gas Safety</li> <li>• Energy Efficiency</li> <li>• Retail Access</li> <li>• Gas Marketer Operating Group</li> <li>• EDI Testing Deposit</li> </ul>
8	Emergency Preparedness Panel	<ul style="list-style-type: none"> <li>• Overview of Emergency Plans</li> <li>• Pre-Storm Staging</li> </ul>

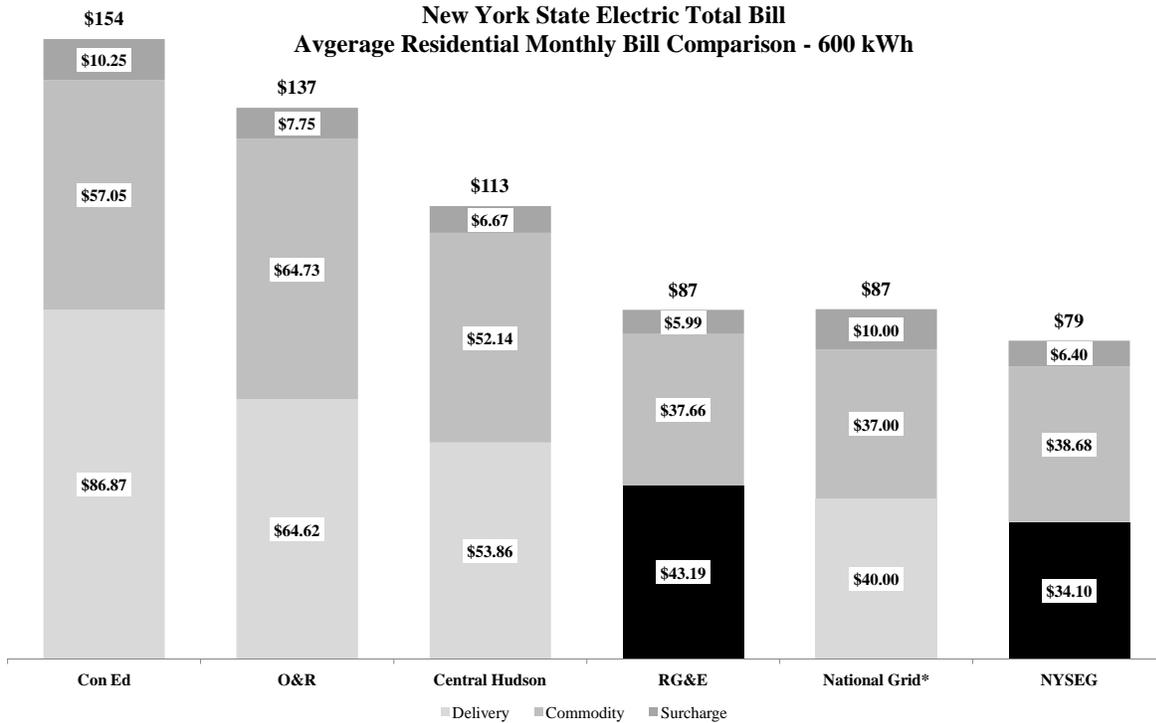
	<b>Panel/Witness</b>	<b>Subject Matter</b>
		<ul style="list-style-type: none"> <li>• Request for Incremental Expenditures for Enhanced Preparedness</li> <li>• All-Hazards Approach to Emergency Preparedness</li> </ul>
9	Capital Expenditures – Electric and Hydro Panel	<ul style="list-style-type: none"> <li>• Capital Investment Plan for Electric and Hydro Operations</li> <li>• Electric Major Projects</li> <li>• Electric Minor Projects and Programs</li> <li>• Substation Modernization</li> <li>• Automation Program</li> <li>• Advanced Metering Infrastructure</li> <li>• Storm Hardening and Resiliency</li> <li>• Generation Capital Investments</li> <li>• Common Capital Investments</li> </ul>
10	Gas Engineering, Delivery and Operations Panel (NYSEG)	<ul style="list-style-type: none"> <li>• Gas Service Quality Safety Performance Measures</li> <li>• Gas QA/QC</li> <li>• Capital Expenditure Plans</li> <li>• Incremental Operations and Maintenance Programs</li> <li>• Vegetation Management Program</li> <li>• Integrity Management Programs</li> <li>• Research and Development Programs</li> <li>• Emergency Preparedness</li> <li>• Public Awareness and Communication Programs</li> </ul>
11	Gas Engineering, Delivery and Operations Panel (RG&E)	<ul style="list-style-type: none"> <li>• Gas Service Quality Safety Performance Measures</li> <li>• Gas QA/QC</li> <li>• Capital Expenditure Plans</li> <li>• Incremental Operations and Maintenance Programs</li> <li>• Vegetation Management Program</li> <li>• Integrity Management Programs</li> <li>• Research and Development Programs</li> <li>• Emergency Preparedness</li> <li>• Public Awareness and Communication Programs</li> </ul>
12	Reliability and Operations Panel – Electric	<ul style="list-style-type: none"> <li>• Electric Reliability Performance Metrics</li> <li>• Incremental Maintenance Programs</li> <li>• Security</li> </ul>

	<b>Panel/Witness</b>	<b>Subject Matter</b>
13	Electric Supply/Natural Gas Supply and Expansion Panel	<ul style="list-style-type: none"> <li>• Electric Supply Strategies, Plans, and Policies</li> <li>• Natural Gas Procurement Strategies, Plans, and Policies</li> <li>• Gas Station Heater Fuel Cost Recovery</li> <li>• Gas Cost Incentive Mechanism</li> <li>• Natural Gas Expense Forecast</li> <li>• Retail Access Programs</li> <li>• Compressed Natural Gas</li> <li>• Marcellus Shale Related Issues</li> <li>• Gas Expansion Programs</li> </ul>
14	Management Audit Panel	<ul style="list-style-type: none"> <li>• Management Audit</li> <li>• Status of Recommendations</li> <li>• Benefits/Savings</li> </ul>
15	Depreciation (NYSEG) (Gannett Fleming)	<ul style="list-style-type: none"> <li>• Depreciation Lives and Salvage Rates</li> <li>• Excess Depreciation Reserve</li> </ul>
16	Depreciation (RG&E) (Gannett Fleming)	<ul style="list-style-type: none"> <li>• Depreciation Lives and Salvage Rates</li> <li>• Excess Depreciation Reserve</li> </ul>
17	Deliveries and Revenues/Revenue Decoupling Mechanism Panel (NYSEG)	<ul style="list-style-type: none"> <li>• Forecast of Monthly Electric Deliveries and Customers</li> <li>• Electric Revenues</li> <li>• Forecast of Monthly Natural Gas Deliveries and Customers</li> <li>• Natural Gas Revenue Forecast</li> <li>• Electric and Gas Revenue Decoupling Mechanism</li> </ul>
18	Deliveries and Revenues/Revenue Decoupling Mechanism Panel (RG&E)	<ul style="list-style-type: none"> <li>• Forecast of Monthly Electric Deliveries and Customers</li> <li>• Electric Revenues</li> <li>• Forecast of Monthly Natural Gas Deliveries and Customers</li> <li>• Natural Gas Revenue Forecast</li> <li>• Electric and Gas Revenue Decoupling Mechanism</li> </ul>
19	Tariff and Rate Design Panel	<ul style="list-style-type: none"> <li>• Electric and Gas Revenue Allocation and Rate Design Proposals</li> <li>• Updates to Competitive Service Economic Development Programs</li> <li>• Tariff Modifications</li> </ul>
20	Marginal Cost of Service (NYSEG) (NERA)	<ul style="list-style-type: none"> <li>• Marginal Cost of Service Studies</li> </ul>
21	Marginal Cost of Service (RG&E) (NERA)	<ul style="list-style-type: none"> <li>• Marginal Cost of Service Studies</li> </ul>
22	Embedded Cost of Service (Concentric)	<ul style="list-style-type: none"> <li>• Embedded Cost of Service Studies (Electric, Gas, Competitive Services)</li> </ul>

New York State Electric Delivery Rates  
Average Residential Monthly Bill Comparison - 600 kWh



New York State Electric Total Bill  
Average Residential Monthly Bill Comparison - 600 kWh



Total	\$154.17	\$137.10	\$112.67	\$86.84	\$87.00	\$79.18
Delivery	\$86.87	\$64.62	\$53.86	\$43.19	\$40.00	\$34.10
Commodity	\$57.05	\$64.73	\$52.14	\$37.66	\$37.00	\$38.68
Surcharge	\$10.25	\$7.75	\$6.67	\$5.99	\$10.00	\$6.40

Source <http://www3.dps.ny.gov/W/PSCWeb.nsf/All/0B9E6D4CE48E09EE852578570055E27B?OpenDocument>

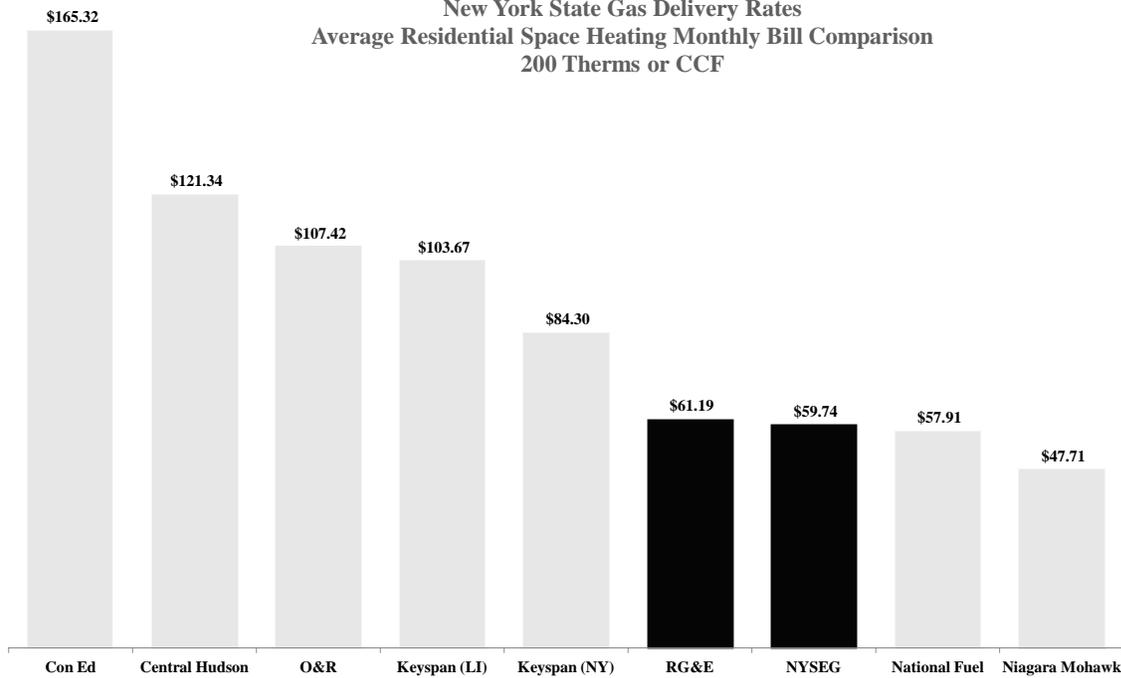
Electric Utility Ten Year Historic Average Monthly Bill Data for Typical Customers

Based on average consumption of 600 kWh per month

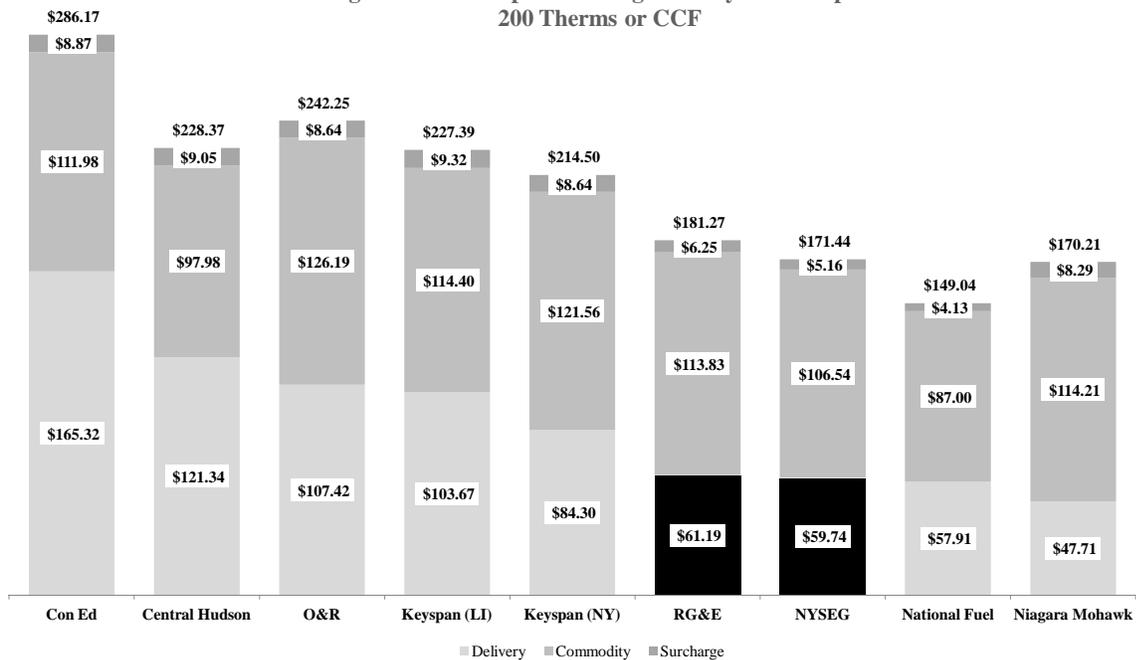
Source Year: 2014

\*National Grid data is from 2013. 2014 data has not been posted yet. 2011 data indicates \$50 and 2012 data indicates \$46

**New York State Gas Delivery Rates**  
**Average Residential Space Heating Monthly Bill Comparison**  
**200 Therms or CCF**



**New York State Gas Total Bill**  
**Average Residential Space Heating Monthly Bill Comparison**  
**200 Therms or CCF**



	Con Ed	Central Hudson	O&R	Keyspan (LI)	Keyspan (NY)	RG&E	NYSEG	National Fuel	Niagara Mohawk
Total	\$ 286.17	\$ 228.37	\$ 242.25	\$ 227.39	\$ 214.50	\$ 181.27	\$ 171.44	\$ 149.04	\$ 170.21
Delivery	\$ 165.32	\$ 121.34	\$ 107.42	\$ 103.67	\$ 84.30	\$ 61.19	\$ 59.74	\$ 57.91	\$ 47.71
Commodity	\$ 111.98	\$ 97.98	\$ 126.19	\$ 114.40	\$ 121.56	\$ 113.83	\$ 106.54	\$ 87.00	\$ 114.21
Surcharge	\$ 8.87	\$ 9.05	\$ 8.64	\$ 9.32	\$ 8.64	\$ 6.25	\$ 5.16	\$ 4.13	\$ 8.29

Source: <http://www3.dps.ny.gov/W/PSCWeb.nsf/All/0B9E6D4CE48E09EE852578570055E27B?OpenDocument>  
**Typical Customer Bill Information**  
 Based on winter usage of 200 CCF or Therms  
 Source Year: 2013 (2014 Not yet posted)

Description	NYSEG Electric Rate Year Ended 3/31/17			RG&E Electric Rate Year Ended 3/31/17		
	Amount (\$M)	Delivery %	Overall %	Amount (\$M)	Delivery %	Overall %
1 Storm Cost Recovery	\$63	9%	4%	\$1	0%	0%
2 Investment & Return	52	7%	3%	47	11%	5%
3 Property Taxes	18	2%	1%	0	0%	0%
4 Recover (Return) Reg Assets / Liabs	(18)	(2%)	(1%)	(54)	(12%)	(6%)
5 Vegetation Management	17	2%	1%	1	0%	0%
6 Pension / OPEB	11	2%	1%	6	1%	1%
7 Pre-2015 Bonus Depr Impact	(11)	(2%)	(1%)	(9)	(2%)	(1%)
8 Sales Growth	(7)	(1%)	(0%)	(5)	(1%)	(1%)
9 Outside Services / Incremental Maintenance	6	1%	0%	1	0%	0%
10 Other	(4)	(1%)	(0%)	1	0%	0%
11 Total	\$126	17%	7%	(\$10)	(2%)	(1%)

Description	NYSEG Gas Rate Year Ended 3/31/17			RG&E Gas Rate Year Ended 3/31/17		
	Amount (\$M)	Delivery %	Overall %	Amount (\$M)	Delivery %	Overall %
12 Investment & Return	\$25	13%	5%	\$18	11%	4%
13 Low Income Program	5	3%	1%	1	1%	0%
14 Pension / OPEB	4	2%	1%	4	2%	1%
15 Outside Services / Incremental Maintenance	4	2%	1%	3	2%	1%
16 Recover (Return) Reg Assets / Liabs	(4)	(2%)	(1%)	3	2%	1%
17 Property Taxes	2	1%	0%	(3)	(2%)	(1%)
18 Pre-2015 Bonus Depr Impact	(2)	(1%)	(0%)	(2)	(1%)	(1%)
19 Storm Cost Recovery	2	1%	0%	1	0%	0%
20 Other	2	1%	0%	(4)	(2%)	(1%)
21 Total	\$38	20%	8%	\$20	12%	5%

Notes:

1 - "Overall" reflects total revenue (delivery and supply).

2 - "Storm Cost Recovery" includes the annual amortization and inclusion of the reserve balance in rate base.