

**JAMES S. SALMON**

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**SUMMARY**

Recognized high-energy leader with a track record of significant accomplishment. Broadly experienced and knowledgeable with expertise in communications; crisis management; emergency planning and management; public and governmental relations.

**AREAS OF EXPERTISE**

◆ *Crisis and Emergency Management* ◆ *Public/Government/Media Relations* ◆ *Communications*

**PROFESSIONAL EXPERIENCE**

IBERDROLA USA 11/2013 - Present  
**Director of Emergency Preparedness**

- Responsible for Emergency planning and preparedness for Iberdrola USA Networks companies.
- Create detailed emergency plans; emergency operating procedures; conduct drills, exercises and table tops; responsible for emergency role assignments; best practice identification, benchmarking and implementation; After Action Reports; management and communication plans, processes and procedures; and ensure training of company personnel regarding roles and responsibilities.
- Provide leadership, oversight and communications during emergency incidents and events.

NEW YORK STATE ELECTRIC & GAS CORP. 1986 – 11/2013  
**Manager of Outreach & Development** Berkshire Division (1998 – 2003)  
**Regional Manager of Outreach & Development** Eastern Region (2003 – present)

- Manage communications, government, media, and public relations. Develop strong relationships, translating into positive outcomes for the company.
- Key team member and contributor for numerous operational projects, including transmission, sub-stations, industrial projects.
- Created and maintain significant procedures and databases to standardize company practices and improve corporate results.
- Significant crisis and emergency management skills and experience. Created detailed crisis management plans, processes and procedures and train company personnel regarding roles and responsibilities. Design, implement and manage effective internal and external activities in response to critical situations. Provide leadership and communications during crisis management situations, often creating “virtual” organizations comprised of players from numerous departments and IUSA companies.

NEW YORK STATE ELECTRIC & GAS CORP. 1986 – Present  
**Division Consumer Services Manager** Berkshire Division (1991 – 1998)

- Planned, organized and managed customer services and marketing departments. Accountabilities included marketing, customer contact, credit and collections, billing and accounting.
- Achieved 100% rating for customer service standards consistently.
- Surpassed sales and service goals, including during periods of significant budget reductions and downsizings.

## PROFESSIONAL EXPERIENCE (continued)

NEW YORK STATE ELECTRIC & GAS CORP.

1986 – Present

**Consumer Advocate** Berkshire Division (1986 – 1991)

- Defined and developed role as division's first Consumer Advocate. Company representative to individuals and businesses, human service organizations, and governmental agencies. Established excellent relationships with these groups, resulting in increased goodwill and revenues.

MECHANICVILLE AREA COMMUNITY SERVICES CENTER, Mechanicville, NY

1980 – 1986

**Executive Director**

- Provided management and oversight of all aspects of multi-service non-profit agency, including supervision of staff and volunteers, public relations, program development/implementation, fundraising and fiscal management.
- Generated first surplus budget, procured federal funding for new facility construction, successfully lobbied NYS for operational funding, and expanded volunteer staff by over 500%.
- Served as consultant to NYS Division for Youth for improving human service agency programming, administration and accountability, as a result of demonstrated success.

MAKE-A-WISH FOUNDATION of AMERICA (Volunteer Capacity)

1987 – Present

**Wish Granter and Committee Volunteer; Finance Committee; Chapter Board Member and Past Board Chair; National Trainer; National Chapter Administration Committee**

- Elected as Board Chair at a critical juncture to turnaround and grow Chapter.
- Realigned organization and created and implemented procedures resulting in paying off Chapter's debt, significantly improving organizational efficiency and increasing wishes granted by almost 300%.
- Utilized by MAWFA as a Chapter Turnaround Specialist and Management Consultant.

## EDUCATION

*MBA, Sage Graduate School of Business. Recipient of Valedictory Achievement Award  
BA Degree/Psychology, Siena College, Albany, NY*

## COMMUNITY INVOLVEMENT

- Mechanicville/Stillwater Industrial Development Agency – Director
- Hudson Valley Economic Development Corporation - Director
- Rotary International – Director/Past President
- Make A Wish Foundation – Past President and Board Chair
- Make A Wish Foundation of America – Chapter consultant and trainer
- Southern Saratoga County Chamber of Commerce – Past Board Chair
- Saratoga County Chamber Angels Program – Director/past Board Chair
- Mechanicville Area Chamber of Commerce – Director
- Hudson View Cemetery Association – Director
- Mechanicville Fire Department – Trustee and 35 year active member.
- Mechanicville Charter Review Commission
- Sullivan County Pattern For Progress - Director

**Judy A. Schroeder**

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**SENIOR ELECTRIC T&D OPERATIONS PROFESSIONAL**

**PROFESSIONAL EXPERIENCE**

**Iberdrola USA Networks -New York State Electric & Gas Corporation**

***Director T&D Support and Electric TD Operations***

***Dec 2010 – Current***

Provide leadership and management oversight for safe and reliable operational activities and personnel in electric T&D central zone for IUSA – 488,836 electric customers in 7 Divisions, approximately 310 employees.

- Area Command Deputy (ICS) for several major storm events, including Hurricane Irene, Tropical Storm Lee, Superstorm Sandy, October 2011 Nor'easter and other emergency response events.
- Initiated the Emergency Management Operating Council (EMOC) to provide cross functional direction and oversight for IUSA emergency preparedness.
- Key team member in identifying operational efficiencies through process improvements – scheduling, planning and consolidation opportunities of common tasks.
- Core team member of 2015 Management - Union Negotiations team.

***Manager of T & D Support -IUSA***

***July 2010 – Dec 2010***

- Business Transformation team leader and project manager – successfully lead the implementation of the single worker unit and first responder program to improve operational efficiencies within 100 days. Required close working relationships with the union leadership to successfully work through logistical implementation with members.
- Developed and implemented score card for evaluating contractor effectiveness and performance.

***Director, Regional Operations***

***June 2005 – July 2010***

Provide leadership and management oversight of a four division (two OpCo) region – 127,000 electric and 59,000 gas customer base and approximately 240 employees. Identify operational efficiencies within the region by leveraging synergies between OpCo's within the region.

- ICS core team member to implement, conduct and assess 2009 statewide electric storm drills for the first time under the Incident Command Structure (ICS) principles and concepts.
- Hiring Project team leader – in 2008 led statewide hiring initiative for recruiting 100 new craft apprentice positions. Worked collaboratively with the union leadership to resolve contractual hiring issues to maintain project schedule.
- Key core team lead member in the 2006 Binghamton Flood event involving restoration efforts impacting 5,300 gas customers.

***Division Operations Manager***

***1999 – 2005***

Manage the daily and long-range operational activities of a division serving 60, 000 electric and gas customers. Monitor and improve work processes to continually improve bottom line performance without compromising safety, reliability and customer service.

- Engaged IBEW union leadership in a collaborative win-win conflict resolution environment which resulted in a 75% reduction in filed grievances and led to the development of the first regional mutual gains agreement.
- Initiated IBEW sponsored peer-to-peer job site inspection process, which reduced safety violations by over 25%.

- Re-designed operations control center to improve workflow efficiencies and enhance coordination of resources for managing emergency responses.

### ***Regional and Divisional Customer Service Manager***

***1993-1999***

Managed divisional and regional customer service activities for three division offices serving up to 165,000 customers. Established and maintained oversight of credit, collections, meter reading and billing processes while maintaining cost control within a 5 million dollar annual budget.

- Streamlined meter reading routes to optimize and improve efficiencies and reduce costs per meter read with key support from the IBEW.
- Successfully lead and coordinated public outreach efforts to soundly defeat referendum on condemnation proceedings of company owned assets worth over \$1 million dollars.
- Garnered public support to prevent hostile takeover attempt from a utility competitor (Cal Energy).
- Member of the emergency response team for the 1998 Northeast Ice Storm. Responsible for the logistics of crew accommodations for several hundred crews in multiple locations.

### ***Key Account Manager, Satellite Office Manager***

***1990 - 1993***

- Developed marketing strategies to extend company expertise in providing energy and environmental services generating \$150,000 in new sales and incentives.
- Provide leadership and management of electric and gas customer service and operations of the Newark, NY office.
- Provided community outreach and relationship building with key legislative and county officials in the Wayne County area.

### ***EDUCATION***

**MS In Management**

**B.S. Ag. Engineering Technology (w/Distinction)**

**ICS 100, 200, 300, 400, FEMA 700, 800**

**CEU – Advanced Negotiations**

**Nazareth College - 2003**

**Cornell University – 1983**

**Homeland Security/FEMA - 2007**

**University of Notre Dame – 2008**

### ***AFFILIATIONS AND INTERESTS***

American Red Cross Board of Directors – Cayuga County  
Local Emergency Planning Chairperson, Cayuga County, NY  
Elks Club member, Auburn, NY  
Esquire, Elks Club, Auburn, NY  
Board of Directors, United Way of Wayne County  
Board of Directors, Newark Wayne Community Hospital

2006 - 2011  
2003 – 2007  
2002 - present  
2002 - 2003  
1993 - 1998  
1994 - 1997

## Emergency Preparedness / Storm Panel

Proposal	Cost (NYSEG + RG&E)			NYSEG Only		RGE Only		Actual Costs Test Year (1/1/14 - 12/31/-14)		Supporting Calculation (Combined NYSEG + RGE Cost columns)	Comments
	One time (startup or project)	Annual	CAPEX (C) / OPEX (O)	One time (startup or project)	Annual	One time (startup or project)	Annual	NYSEG	RGE		
Weather Services											
Weather Services - improvements/RFP	\$85,000	\$90,000	O	\$59,812	\$63,331	\$25,188	\$26,669	\$49,136	\$46,236	Vendor Estimate	Expense to provide real-time forecast support, predictive forecasting, and mobile applications.
Weather Stations	\$30,000	\$0	C	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000 for 15 stations	Purchase supplemental weather stations in areas of the service territory to enhance weather coverage.
TOTAL	\$115,000	\$90,000		\$89,812	\$63,331	\$25,188	\$26,669	\$49,136	\$46,236		
	\$205,000			\$153,143		\$51,857		\$95,372			
Incremental	\$109,628			\$104,007		\$5,621					

### Technology, Training and Program Enhancements

6 Technology advancements - DA, WD, etc.	\$335,000	\$15,000	O	\$235,731	\$10,555	\$99,269	\$4,445		\$0	\$100,000 ESRI vendor costs and \$235,000 Siemens costs	Estimated costs to: integration with OMS, automation enhancements to reporting features
7 Mobile Command Centers	\$120,000	\$0	C	\$84,441	\$0	\$35,559	\$0		\$0	2 Mobile Command trailers @ \$60,000 each	Trailers that allow for a working area for command staff in the field.
8 Annual full scale emergency plan functional exercise	\$0	\$150,000		\$0	\$105,551	\$0	\$44,449	\$113,257	\$59,843	Lowest cost from previous 2 years.	Cost to conduct an annual full scale emergency plan functional exercise with contractor support for drill development, facilitation, and performance evaluation. Includes provision to drill statewide and to include other utilities and telecom.
9 Development of all - hazards emergency management functions	\$925,000	\$0	O	\$650,899	\$0	\$274,101	\$0		\$0	Workpapers from consultant	Specific detailed assistance from consultant to ensure the Company develops and implements a best in class all-hazards emergency management organization utilizing and incorporating best practices from across the industry. Including a cohesive communications plan. Baseline SOW received from consultant. Will perform competitive bid analysis prior to project start.
10 ICS training	\$150,000	\$0	O	\$105,551	\$0	\$44,449	\$0		\$0	Benchmarked with other utilities	Contractor support for ICS training and storm role specific development and delivery.
11 Municipal dashboard	\$250,000	\$0	O			\$250,000	\$0		\$0	Comparative analysis	Development of an online tool to provide
12 <b>TOTAL</b>	<b>\$1,780,000</b>	<b>\$165,000</b>		<b>\$1,076,621</b>	<b>\$116,106</b>	<b>\$703,379</b>	<b>\$48,894</b>	<b>\$113,257</b>	<b>\$59,843</b>		
13 <b>\$1,945,000</b>				<b>\$1,192,728</b>		<b>\$752,272</b>		<b>\$173,100</b>			
14 <b>Incremental</b>	<b>\$1,771,900</b>			<b>\$1,079,471</b>		<b>\$692,429</b>					

15 <b>Grand Total</b>	<b>\$2,150,000</b>			<b>\$1,345,871</b>		<b>\$804,129</b>		<b>\$268,472</b>			
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### Cost split per customer counts

16	<b>Electric Customer Count:</b>		%
17	NYSEG	881,000	70.4%
18	RGE	371,000	29.6%
19	<b>Total</b>	<b>1,252,000</b>	
20			RY1
21	NYSEG O&M	\$1,231,430	
22	NYSEG Capital	\$114,441	
23	<b>Total</b>	<b>\$1,345,871</b>	
24	RGE O&M	\$ 768,570	
25	RGE Capital	\$35,559	
	<b>Total</b>	<b>\$804,129</b>	
	<b>Grand Total</b>	<b>\$2,150,000</b>	

<b>INDEX OF WORKPAPERS SUPPORTING DIRECT TESTIMONY OF EMERGENCY PREPAREDNESS / STORM PANEL</b>						
<b>Exhibit Reference</b>	<b>Description of Exhibit</b>	<b>No. of WP</b>	<b>Title of Workpaper (or WP) File</b>	<b>Content of Workpaper</b>	<b>WP Format</b>	<b>Trade Secret</b>
EPSP-2	Provides estimates for the emergency preparedness program costs discussed in this testimony, including initiatives in a number of emergency preparedness activities, such as weather service enhancements, technology enhancements, and training	8	<ul style="list-style-type: none"> <li>2014 Weather Forecasting costs</li> </ul>	<ul style="list-style-type: none"> <li>2014 Actual costs</li> </ul>	.pdf	No
			<ul style="list-style-type: none"> <li>Weather Stations cost estimate</li> </ul>	<ul style="list-style-type: none"> <li>Weather station estimate and location</li> </ul>	.pdf	No
			<ul style="list-style-type: none"> <li>Damage Assessment Enhancement estimate</li> </ul>	<ul style="list-style-type: none"> <li>Estimates of vendor costs to complete damage assessment enhancements</li> </ul>	.pdf	Yes
			<ul style="list-style-type: none"> <li>Mobile Command Centers estimate</li> </ul>	<ul style="list-style-type: none"> <li>Cost estimate and utility benchmarks</li> </ul>	.pdf	No
			<ul style="list-style-type: none"> <li>2014 Drill costs</li> </ul>	<ul style="list-style-type: none"> <li>2014 Actual costs</li> </ul>	.pdf	No
			<ul style="list-style-type: none"> <li>Emergency Preparedness enhancements</li> </ul>	<ul style="list-style-type: none"> <li>Vendor estimate</li> </ul>	.pdf	Yes
			<ul style="list-style-type: none"> <li>ICS Training estimates</li> </ul>	<ul style="list-style-type: none"> <li>Vendor estimate and utility benchmarks</li> </ul>	.pdf	No
			<ul style="list-style-type: none"> <li>Online Municipal tool estimate</li> </ul>	<ul style="list-style-type: none"> <li>Comparative analysis</li> </ul>	.pdf	No