

**PROFESSIONAL QUALIFICATIONS
OF
EDWARD H. SALMON, ED.D.
SALMON VENTURES, LTD.**

Has more than forty years experience in increasingly responsible positions in government, education and the private sector. Is an expert in creating and managing relationships, team building, and planning/organizing/cultivating partnerships to accomplish goals. Positions held include Governor's Cabinet, President of the New Jersey Board of Public Utilities, N.J. Assemblyman, Freeholder Director, Mayor, President/CEO of AUS Consultants, Vice Chairman of AUS, Inc., and Founder/Chairman of Salmon Ventures Limited.

EXPERIENCE

2003 to Date

Chairman and co-founder of Salmon Ventures Limited (SVL), a national firm providing professional consulting to utilities, industry, government and education. SVL provides a wide range of services and recognized expertise in the water, energy and communication industries.

1997 to 2002

AUS is a worldwide market research and consulting company with corporate headquarters in Moorestown, New Jersey. Responsible for creating a new operating division of AUS Consultants (Pathways) that provided regulatory, governmental and technical assistance to utilities, industry, government and educational institutions. Also responsible for developing an Energy Aggregation Team to aid municipalities, counties, school districts, industry and business in reducing energy costs and Educational Technology Unit to assist schools and colleges.

In May 2002, was promoted to the positions of Vice Chairman of AUS Inc., and President/CEO of AUS Consultants.

1991 to 1996

New Jersey Board of Public Utilities, President. Responsible for creating, implementing, and overseeing public policy affecting all of New Jersey's investor-owned utilities including telecommunications, cable, electric, gas, water and wastewater. Managed a staff of 250 people and a budget of \$22 million.

Commissioner. Responsible for creating long-range communications plans for the State of New Jersey as an appointed member of the Governor's Task Force on Communications/Information Technologies and Services. Also created and implemented public policy extending competition in the telecommunications, electric and natural gas industries.

National Association of Regulatory Utility Commissioners (NARUC). Dr. Salmon served two years as NARUC's Vice President, Chair of NARUC's Executive Committee, Founder of NARUC's Washington Action Committee, and a member of the Communications Committee. In addition, he was President of the Great Lakes Conference (16 states) and on the Board of Directors for the National Society of Rate of Return Analysts and the National Regulatory Research Institute. Presently, Dr. Salmon serves as President of NARUC's Commissioners Emeritus.

1988 to 1991

New Jersey General Assembly. Enhanced New Jersey's economic development strategies as Chair of the Assembly Economic Growth, Agriculture, Tourism and Shore Protection Committee. Was a sponsor of significant legislation affecting New Jersey's short-term and long-term competitiveness, including the Jobs, Education & Competitiveness Bond Act (1988), Urban Enterprise Zones, tourism initiatives, agricultural and commercial fisheries financial assistance programs, the Water Resources Development Bond Act (1987), and the Housing & Jobs Bond Act (1991). Achieved "Legislator of the Year" awards from six state-wide organizations.

1964 to 1991

City of Millville Public School System. Was a teacher, coach, team leader, department chair, and District-wide director responsible for creating and implementing health and physical education curriculum. Coach Salmon's impressive 86% win record twice resulted in him being named New Jersey Basketball Coach of the Year and to be entered into the South Jersey Coaches Hall of Fame.

1977 to 1988

Cumberland County Board of Chosen Freeholders. Was a Freeholder Director of the elected governing body of one of New Jersey's 21 counties. Responsible for county-wide taxation, social planning, transportation and economic programs with a budget of more than \$50 million. Instituted a mechanism through which Cumberland County businesses and industries could do business with the Atlantic City casino industry. Built consensus to site New Jersey's first county-wide state-of-the-art solid waste landfill. Launched a county-wide Enrichment Center for the Blind built primarily with State funds.

1973 to 1977

City of Millville, Mayor. Received 87% of the vote to become Millville's youngest Mayor. Responsible for expanding and promoting the city's industrial park via approximately 80% Federal funding. Revamped municipal government to place an emphasis on the development of business and industry. Expanded the municipal airport with Federal funds resulting in the attraction of new airport industry.

EDUCATION

DEGREES:

- Thomas A. Edison State College, Trenton, NJ – Doctor of Humane Letters *honoris causa*
- University of Delaware – Ed. D. – Educational Leadership
- Rowan University of New Jersey – Two Masters of Arts – One in Health & Physical Education and one in Secondary Administration / Supervision
- Gettysburg College, Gettysburg, PA – Bachelor of Arts

CONTINUING EDUCATION:

- Kidder Peabody Utility Rates & Regulation Seminar
- New Mexico State University Rates & Ratemaking School

FORMER CORPORATE BOARDS

- Sun National Bank – Secretary/Chairman – Nomination & Governance Committee
- Served on the Board of Directors for American Water Works in the following states: Pennsylvania, Virginia, West Virginia, Kentucky, Tennessee, Illinois, Indiana, Arizona, New Mexico, California, Hawaii, Iowa, Maryland, Michigan, and Ohio

CIVIC/COMMUNITY

PRESENT:

- Chairman, Founder of the New Jersey Energy Coalition
- Board President, Stockton's Aviation Research & Technology Park, Inc.
- President, NARUC Commissioners Emeritus (10th term)
- Chairman, Steering Committee of the William J. Hughes Center for Public Policy at Richard Stockton College of New Jersey
- Chairman, CEO/Executive Advisory Committee for the Boy Scouts of Southern N.J.
- Lifetime Trustee, Ocean City Tabernacle Association
- Executive Board - South Jersey American Heart Association
- Member, West Park United Methodist Church, Hopewell Township, N.J.

PAST:

- Board of Directors, Society of Utility and Regulatory Financial Analysts
- Board of Trustees, National Regulatory Research Institute
- Chairman, South Jersey Federal Economic Development District
- Chairman, Southern New Jersey Technology Consortium
- Trustee, Rowan University
- gubernatorial appointee: 1979 County College Commission
- Founder - "Sound Off for South Jersey" for Southern N.J. Development Council
- President, Southern New Jersey Boy Scout Council
- President, Ocean City Masonic Club
- Board of Directors, Enrichment Center for the Blind
- Campaign Chairman for the United Fund, March of Dimes, American Cancer Society and Heart Association

HONORS / SPECIAL RECOGNITION

- New Jersey Jaycees 1972 Outstanding Young Man of the Year.
- 86% win record as a high school coach.
- Twice named New Jersey Basketball Coach of the Year.
- Inductee of the South Jersey Coaches Hall of Fame.
- South Jersey's Outstanding Citizen of the Year in 1973, 1981, and 1991.
- Six recognitions as Legislator of the Year.
- Silver Beaver Award, Boy Scouts of America.
- 1995 New Jersey Fitness Leadership Award.
- Elected President of NARUC's Commissioners Emeritus in 2001.
- Named one of the Top Ten Innovative Entrepreneurs for the Greater Delaware Valley in 2001.
- In 2003, received the Mayor Emeritus Award from the New Jersey Conference of Mayors.
- Honored by the New Jersey Utilities Association with the 2004 Distinguished Service Award.
- Inducted in 2005 to the Hall of Fame by the Thunderbolt Club along with the 1968-69 Millville Senior High School Basketball Team as their coach.
- Selected "2005 Citizen of the Year" by the Southern New Jersey Council of Boy Scouts.
- Chosen as the 2006 Spring Commencement Speaker for Richard Stockton College of New Jersey.
- Received Liberty Bell Award in 2006 for community service and civic responsibility from the Cumberland County Bar Association.
- Honored by the Rutgers University Rand Institute as 2006 South Jerseyan of the Year.
- In 2007, selected to serve as Chairman of the Founders Committee for the William J. Hughes Center for Public Policy at the Richard Stockton College of New Jersey.

- Received Founders Award from the Southern New Jersey Development Council in 2007.
- In 2011, honored by the Jersey Shore Council – Boy Scouts of America with the Citizen of the Year Award.
- In 2012, featured In the Bull’s Eye by Southern New Jersey Business People.
- October, 2012 honored by New Jersey SEED as New Jersey Business Leader of the year with the prestigious Lewis R. Applegate Award.
- In 2013, received Distinguished Achievement Honor from National Association for the Advancement of Colored People (NAACP) in October and Outstanding Individual Leadership Award in November from the well respected statewide organization – PlanSmart NJ.
- In 2015, named one of the Exceptional Entrepreneurs in South Jersey.

PERSONAL

Married for 52 years to the former Marilyn Lurae Groninger, Ed and Marilyn have two children (James Edward and Kristine Leigh), two children through marriage (Vivian Rosado Salmon and Scott James Burnley), and twelve grandchildren (Joshua Paul, Rosa Isela Marisa, Preston Edward, Miriam Alicia, Lurae Elisabeth, Lupita Vivian, Leigha Isabel, Ericka Marilyn, Annie Michaelis, James Edward, Amanda Isabelle and Edward Hiatt).

Keynote Speaker, Presenter, and Moderator:

From 1991 to date, Dr. Salmon has been a keynote speaker, presenter, and moderator at numerous conferences, conventions, and seminars throughout the country. Examples include:

- Federal-State-Local INVITATION TELECOM SUMMIT convened by Vice President Gore and sponsored by the Annenberg Washington Program.
- PUBLIC UTILITY COMMISSIONERS 2000 – a Summit Conference for State Public Utility Commissioners convened by the National Association of Regulatory Utility Commissioners (NARUC) and the National Regulatory Research Institute (NRRRI).
- KEYSTONE TELECOMMUNICATIONS INFITATIONAL SUMMIT of key federal, state, and industry leaders held in Keystone, Colorado.

GOVERNMENT

- NORTHEAST-MIDWEST CONGRESSIONAL COALITION: The Capital Hill Conference on Telecommunications Infrastructure. Speech: New Jersey’s Telecommunications Infrastructure.
- NATIONAL CONFERENCE OF STATE LEGISLATURES: Annual State-Federal Assembly. Speech: Cable Television Industry and New Jersey.
- Testified before CONGRESSIONAL and STATE LEGISLATIVE COMMITTEES regarding key utility issues.

INTERNATIONAL

- Russian delegation of officials, municipal administrators, and high ranking industrial executives. Speech: How America Regulates Utilities.
- Government officials from the Country of India. Speech: How New Jersey’s BPU Works.

- Japan's KANSAI Electric Utility Leaders. NARUC/KANSAI Senior Executive Meeting in New York City. Group discussion on electric utility issues.

EDUCATION

- Princeton University: Woodrow Wilson School of Public and International Affairs.
Speech: The Changing World of Electricity.
- University of Colorado: Doctoral Program in Telecommunications.
Speech: The Road to Competition.
- University of Delaware: College of Urban Affairs and Public Policy.
 - Telecommunications Forum.
Speech: Federal Legislation – Necessary or Not.
 - Taft Institute of Government.
Speech: Overview of New Jersey State Government.
 - Graduate Students Seminar.
Speech: The World of Utility Regulation.
 - Tele-Technology: Building and Using the Information Highway.
Speech: State Regulations of Telecommunications and Industry Convergence.
- New Mexico State University: 16th Annual Public Utilities Conference.
Speech: Electric Industry and the Challenges in a Changing Environment.
- University of Rutgers: Graduate School of Management.
Speech: Economic Innovations in Public Utility Management.
- University of Georgia: 15th Annual Telecommunications conference.
Speech: Alternative Regulation for New Jersey.
- Columbia Institute for Tele-Information:
Speech: New Jersey & Fiber Optics – Perfect Together.

FINANCIAL

- EXNET Utility Financial Conference: Financial Strategies for the Competitive, Post Monopoly World.
Speech: The Role of the PUC in Providing Financial Support.
- Merrill Lynch: Seminar on Purchased Power Contracts.
Speech: Regulatory Issues Associated with Purchased Power Contracts.
- Standard & Poor's, Moody's, and Fitch Investors Service: Visitation and Presentation on New Jersey BPU and its Utilities.
- DeLoitte & Touche: Northeast Public Utilities Conference:
Speech: Key Utility Issues in a Changing World.
- Regulatory Research Associates of New York.

Speech: Wall Street and the New Jersey Utilities.

- National Society of Rate of Return Analysts: Annual National Society of Rate of Return Analysts (NSRRA) Conference.
Speech: Rate of Return and the Electric Industry.

ORGANIZATIONS

- New York Academy of Sciences: Telecommunication Public Policy Seminar.
Speech: New Jersey & Telecommunications: Perfect Together.
- National Association of Water Companies (NAWC): 1993, 1994 and 1995 Annual Conference. Presentations: Service Our Customers, Financial Excellence, and D.C. Objectives of the Water Utility Industry.
- Department of Energy (DOE) – National Association of Regulatory Utility Commissioners (NARUC): 4th Annual Natural Gas Conference.
Speech: National Gas Vehicles – Opportunities and Challenges.
- American Bar Association: 1995 Spring Conference.
Speech: From Monopoly to Competition - Get With It.
- Nuclear Energy Institute (NEI): The Nuclear Energy Assembly.
Speech: Nuclear Competitiveness in the New Environment.
- KMB Video Journal on Telecommunications Policies and Practices for Leaders in Industry, Government, and Education. Selected to be a presenter at five KMB Invitational Conferences.
- National Association of Black Telecommunication Professionals: 5th Annual Convention.
Speech: 1996 Telecommunications Act – The Good, The Bad, and The Ugly.
- Mid-Atlantic Independent Power Producers.
Speech: New Jersey's Energy Master Plan.
- Citizens for a Sound Economy: Annual Forum.
Speech: Connecting Consumers with the Future.
- Stone & Webster's Utility Management Development Program.
Speech: The Changing World of Today's Utilities.
- COMNET Conference & Exposition.
Speech: Shoot-Out at the Local Exchange.
- Broad Band Technologies, Inc. Presents Switched Digital Video Conference.
Speech: Impact of Regulatory and Legislative Developments.
- Strategic Research Institute Conference on Video Dial Tone.
Speech: Satisfying the States' Public Interest and Financial Concerns About VDT.