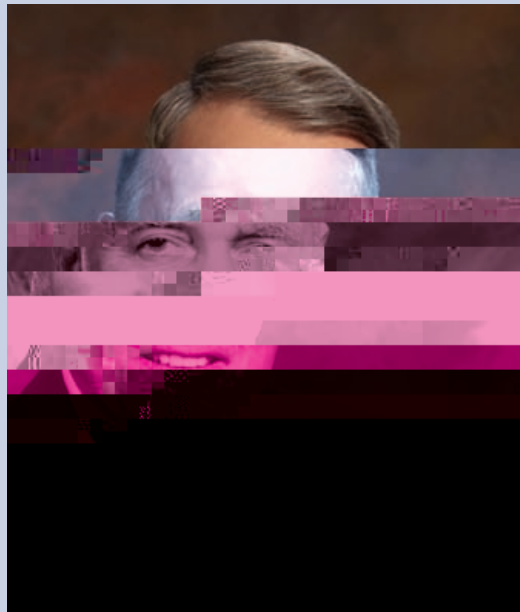


A Regulatory Life



PUF's Steve Mitnick with Edward Salmon, President,
NARUC Commissioners Emeritus

UF's Steve Mitnick: Ed, give us a sense of the amazing career that you have had, and are still having, in utility regulation and policy.

Ed Salmon: I have been blessed to have had a threefold career in education, government and the private sector. In my twenty-six years in government, I held the offices of mayor, freeholder director of Cumberland County, assemblyman in the New Jersey State Legislature, and served as a member of the governor's cabinet as president of the Board of Public Utilities.

My time as mayor, freeholder, and assemblyman provided me with a great opportunity to help enhance policy that had to do with utilities, their regulations and their policies. For example, as a freeholder I helped build consensus to site New Jersey's first ever solid waste landfill. In the Assembly, I sponsored legislation that affected the state's short-term and long-term competitiveness.

At the Board of Public Utilities, I led the team that was responsible for creating, implementing and overseeing public policy that affected all the New Jersey investor-owned utilities. That included telecommuni0iBu3 83(-20(s)-14(ed t)7 5(o)19(ng

relationship Keith had with his fellow Tennessean, Vice President Al Gore, we had access to the White House and made them aware of what NARUC was.

PUF: What is one of the things that you're proudest of?

Ed Salmon: This moment came in 1992, when I helped found and was named as the first chairman of NARUC's Washington Action Committee. In that position, I was able to help create a lasting relationship between NARUC leadership, members of Congress, and White House personnel.

PUF: You've also been involved with the NARUC Commissioner Emeritus organization. Tell us about it.

Ed Salmon: I'm beginning my seventeenth year as president of NARUC's Commissioners Emeritus. As a group, we are over four hundred strong, with former Commissioners from all around the country. The goal of Commissioners Emeritus is to keep our former commissioners informed and involved so that we can be a resource for current commissioners.

PUF: And you're still going strong. Do you consult with organizations, do you write, how do you keep involved these days?

Ed Salmon: My days have never been busier. With the help of my business partner Kimberly Schalek Downes, we organized and currently run two firms: Salmon Ventures and the New Jersey Energy Coalition. Both firms are constantly involved in writing position papers, testifying at public hearings, creating strategic plans and working with key decision-makers in New Jersey and around the country.

13