

Kenneth L. Salazar
702 Hart Senate Office Building
Washington, D.C. 20510

January 8, 2009

Melinda J. Loftin
Designated Agency Ethics Official
and Director, Ethics Office
U.S. Department of the Interior
1849 C St. NW. MS 4259
Washington, DC 20240

Dear Ms. Loftin:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed for the position of Secretary of the Department of the Interior.

As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter that has a direct and predictable effect on my financial interests or those of any other person whose interests are imputed to me, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

On December 22, 2008, I resigned from my position as a member of the Keystone Energy Board, which is a part of the Keystone Center. For a period of one year after my resignation, I will not participate personally and substantially in any particular matter involving specific parties in which the Keystone Center is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

If I am confirmed as Secretary of the Department of the Interior, I am aware that I am prohibited by 30 U.S.C. § 1211(f) from holding a financial interest in any surface or underground coal mining operation. Additionally, I am aware that my position is subject to the prohibitions, set forth in supplemental regulation 5 C.F.R. § 3501.103, against holding any financial interest in federal lands or resources administered or controlled by

the Department of the Interior. Therefore, I will not hold any such interests during my appointment to the position of Secretary.

I have been advised that the duties of the position of Secretary may involve particular matters affecting my financial interest in the Ancestral Family Ranch Land in Conejos County, Colorado. The agency has determined that it is not necessary at this time for me to divest my interest in this land because my recusal from particular matters in which this interest poses a conflict of interest will not substantially limit my ability to perform the essential duties of the position of Secretary. Accordingly, I will not participate personally and substantially in any particular matter that has a direct and predictable effect on my financial interest in this land, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2).

Sincerely,

A handwritten signature in black ink, appearing to read "Kenneth L. Salazar", with a long horizontal flourish extending to the right.

Kenneth L. Salazar