

**CONFIRMATION STATEMENT  
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SENATE ENERGY AND NATURAL RESOURCES COMMITTEE**

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First, I want to say that I am very, very proud to be an American and deeply honored to be nominated by President Bush to serve my country during these challenging times. America's darkest hours have always brought out the best in our people and our leaders, and have produced unparalleled resolve and unity. Certainly, the events of the past weeks help to remind us that freedom is not a state of tranquility and that the battles we have won before must be fought again and again.

They also remind us, as public servants, of the tremendous responsibility we have to make sure our public institutions are dynamic and able to respond to the changing needs of our nation and the forces of globalization. Today, "national interest" takes on greater meaning and our top priority should be to make sure our institutions can respond to the serious challenges now confronting our nation.

I would like to express my appreciation to President Bush and Secretary Norton for their confidence and trust in my ability to manage the responsibilities and challenges that fall to the director of the Bureau of Land Management. If confirmed to this position, I pledge to uphold the law and to work in a bipartisan way in overseeing stewardship of the 264 million acres of federal land and 700 million additional acres of subsurface minerals under BLM management.

As executive director of Utah's Department of Natural Resources, I am pleased that we have been able to pull together an agency with multiple legislative mandates and divergent interests to work towards common goals. We have involved communities in making decisions and addressing problems that affect their lives. We have worked with farmers, ranchers, and landowners to identify ways to enhance the economic productivity of their land while supporting healthy natural systems. We have promoted public and personal stewardship ethics and have launched initiatives aimed at preserving critical lands, reducing our consumption of water and energy, protecting wildlife, and living with wildland fire - all while working to maintain a healthy economy. And we have made a difference.

Whatever success I have had in leading the department I attribute to the passion and commitment I have about the issues affecting our nation, my confidence in our public servants and institutions, my faith in the goodness of America's people, and my optimistic belief that our nation's best days lie ahead.

The BLM manages 1/5 of the public lands in the West including land in 11 of the country's 15 fastest growing states. In 1945, the West's population was 17 million and today it is more than 60 million. Such rapid growth has heightened conflict and debate over management choices affecting our public lands and natural resources. I don't believe we have the option of choosing between the demands of growth and the imperative for conservation. We must do both! This will require that the BLM take a balanced approach in conserving our public lands while sustaining their productivity. We must be willing to take a fresh look at the agency, keep and shore up what is working well, and reassess and renew what is not.

One of the keys in making organizations dynamic and able to respond to change is for its leadership to believe in and trust its people to make decisions and take risks. Our challenge is to give them direction and support and unleash their creativity. It is also essential that the BLM work to overcome artificial bureaucratic borders and share and focus resources with other agencies around common problems.

The Federal Land Policy and Management Act of 1976 directs the BLM to work with state and local governments in the management of public lands and to consult with all interested parties in making decisions. I believe that we can find reasonable, workable solutions to our problems if we are humble enough to realize that sometimes the best ideas come from individuals and groups outside our systems. It

serves us well to remember that "The real journey of discovery lies not in seeing new landscapes but in having new eyes."

Given the new economy and the crisis America faces today, we must pay special attention to laws that direct the BLM to manage public lands in a manner that recognizes our nation's need for domestic resources. Secretary Norton has set forth a vision for the Department of the Interior that embraces the importance of protecting our natural resources and managing them in a way that promotes a healthy environment and a strong economy. This is particularly important at this time in our nation's history and the BLM is in a key position to promote that vision. It would be a privilege to be a part of that effort.

And Mr. Chairman, I would be remiss if I didn't take a moment to express to you and the members of this committee how much I look forward to working with the Congress, should I be confirmed. The issues and problems we face will be solved much more successfully if we work together to find solutions, and I pledge to you today that I will do that. As a former staff member to both a senator and a representative, and as a citizen who cherishes our representative form of government, I understand fully and appreciate the important role the Congress plays on behalf of the people of our great country. Again, thank you for the opportunity to appear before you today, and thank you, too, for your efforts and those of your staff. I am absolutely confident, should I be confirmed, that our relationship will be positive and productive.

Thank you. I welcome any questions.