



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY  
WASHINGTON, D.C. 20460

APR 19 2012

DEPUTY ADMINISTRATOR

**MEMORANDUM**

**SUBJECT:** Implementing Recommendations of the EPA's Civil Rights Executive Committee

**FROM:** Bob Perciasepe

**TO:** General Counsel  
Assistant Administrators  
Inspector General  
Chief Financial Officer  
Chief of Staff  
Associate Administrators  
Regional Administrators

A handwritten signature in black ink that reads "Bob Perciasepe".

As discussed during our senior staff meeting earlier this week, Administrator Lisa P. Jackson has approved the Civil Rights Executive Committee's final report, *Developing a Model Civil Rights Program for the Environmental Protection Agency*, and the committee's recommendations. Administrator Jackson and I are deeply committed to environmental justice and civil rights, and the final report makes it clear that we all share responsibility for building a model civil-rights program at the EPA. The report is the product of extensive research and engagement across our agency, and it outlines the EPA's commitment to strengthening equal employment opportunities and diversity in the workplace and future actions for improving the EPA's implementation of Title VI.

With the Administrator's approval, we will now begin implementing a number of important recommendations, including establishing deputy civil-rights officials in national-program and regional offices; creating a new paradigm for meeting the EPA's Title VI obligations as well as a new case-management protocol for Title VI; and taking significant action to strengthen equal employment opportunity, diversity and inclusion programs and alternative dispute resolution.

We will share more information about these efforts in the coming weeks.

I know that the actions in the report will present significant challenges for our senior leadership team. However, Administrator Jackson and I firmly believe that the improvements we make will have a lasting impact on our ability to attract, develop and retain a highly skilled, diverse work force to meet the environmental challenges of the future. It is critical that we work together and that we begin our work right now.

I commend the members of the Executive Committee and a deputies group of senior advisors and managers who invested a great deal of energy and effort in producing a set of excellent recommendations.

As you know, our efforts began in 2010 when the EPA funded an independent, in-depth evaluation of its civil-rights program. In March 2011, Administrator Jackson appointed the Civil Rights Executive Committee to review the comprehensive evaluation, conducted by Deloitte Consulting LLP, and other sources of information and asked for recommendations for building a model civil-rights program at the EPA. During the process, several assistant administrators and regional administrators offered helpful comments, which greatly improved the final report. This effort underscores the value of working together as One EPA, and I am confident that we have a firm foundation for a model civil-rights program at the EPA.

I considered it a privilege to serve as chairman of the executive committee and to work with Diane Thompson, Scott Fulton, Craig Hooks, Gwen Keyes Fleming, Cynthia Giles and Rafael DeLeon, all of whom served as members of the executive committee; John Reeder, Lisa Garcia, Stan Meiburg, Jim Jones, Brenda Mallory, Raul Soto, Vicki Simons, Philip Metzger and Steven Chester, all deputies group members; and Karen L. Martin and Kevin Bailey, who served as staff to the committee.

cc: Administrator  
Deputy Assistant Administrators  
Deputy Regional Administrators  
Assistant Regional Administrators