

Message

From: Jackson, Ryan [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=38BC8E18791A47D88A279DB2FEC8BD60-JACKSON, RY]
Sent: 7/10/2018 5:18:08 PM
To: Leopold, Matt (OGC) [Leopold.Matt@epa.gov]; Minoli, Kevin [Minoli.Kevin@epa.gov]; Vizian, Donna [Vizian.Donna@epa.gov]; Grantham, Nancy [Grantham.Nancy@epa.gov]
CC: Molina, Michael [molina.michael@epa.gov]
Subject: memos
Attachments: Pruitt OIG Cooperation Memo.RJ Edits.docx; EEO Statement .docx; Pruitt Elevation Policy Memo FINAL.DOCX; Pruitt Fishbowl Memo.RJ ecb Edits.docx

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Finally, the goal is to issue a new memo or policy per week once prepared and approved.

I have some previous examples of the memos, however, if you have previous example of the usual memos new Administrator's have released, I think that would be helpful context for Andrew.

Much appreciated.

Ryan Jackson
Chief of Staff
U.S. Environmental Protection Agency
(202) 564-6999

Message

From: Cooper, Marian [Cooper.Marian@epa.gov]
Sent: 7/17/2018 1:01:08 PM
To: Vizian, Donna [Vizian.Donna@epa.gov]
Subject: FW: Whistleblower Protection and Protected Personnel Practices

Marian Pechmann Cooper
Chief of Staff
Office of Administration and Resources Management
William Jefferson Clinton Federal Building-NORTH (3330)
Washington, DC 20460
office number -- 202 564-0620
office fax -- 202 564-0233



From: MassMailer
Sent: Thursday, August 03, 2017 3:40 PM
To: MassMailer <massmailer@epa.gov>
Subject: Whistleblower Protection and Protected Personnel Practices



Message from: Donna J. Vizian, Acting Assistant Administrator, Office of Administration and Resources Management

The purpose of this memorandum is to ensure that all EPA employees are aware of and understand the prohibited personnel practices and whistleblower protections available to them.

Included below are links to information about the U.S. Office of Special Counsel (OSC), which is an independent agency that protects federal employees from prohibited personnel practices, including whistleblower retaliation and unlawful hiring practices. OSC also provides an independent and secure channel for employees to report alleged wrongdoing in federal agencies.

The Whistleblower Protection Act of 1989 and the Whistleblower Protection Enhancement Act of 2012 provide the right for all covered federal employees to make whistleblower disclosures and ensure that employees are protected from whistleblower retaliation. Whistleblowing is defined as the disclosure of information that an employee reasonably believes evidences: a violation of any law, rule or regulation; gross mismanagement; gross waste of funds; an abuse of authority; a substantial and specific danger to public health or safety; or censorship related to scientific research or analysis.

Employees may make lawful disclosures to anyone, including, for example, management officials, the Inspector General, and/or OSC.

Please review the following fact sheet, "[Your Rights as a Federal Employee](#)," which provides detailed information on the thirteen prohibited personnel practices and employees' rights to file complaints with OSC. Additionally, I encourage you to review "[Know Your Rights When Reporting Wrongs](#)," which describe different avenues for making whistleblower disclosures as federal employees. More information can also be found on the [OSC website](#).

EPA employees have the right to be free from prohibited personnel practices, including retaliation for whistleblowing. The agency is committed to making sure that all employees are aware of their rights as well as the safeguards that are in place to protect them.



The EPA's Commitment to Environmental Management Systems

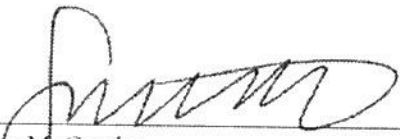
As the Administrator of the U.S. Environmental Protection Agency, I am proud of the progress the EPA has made in developing and maintaining an environmental management system in accordance with Executive Order 13423, Strengthening Federal Environmental, Energy and Transportation Management, and Executive Order 13514, Federal Leadership in Environmental, Energy and Economic Performance. The environmental management system supports the EPA in achieving its mission and helps manage federal priorities including:

- Greenhouse-gas reductions
- Energy and water conservation
- Fleet vehicle use and transportation programs
- Sustainable acquisitions
- Pollution prevention, waste and chemical-use reduction
- Electronic stewardship

Through the higher-tier, multi-site and 34 facility-level environmental management systems, the EPA has continued to reduce its environmental impact by integrating the goals identified in the Strategic Sustainable Performance Plan into the environmental management system objectives, targets and metrics.

I am committed to improving the environmental management system and using it to reduce the agency's environmental footprint, to measure our environmental performance and to help the EPA address new challenges. Given current fiscal and budgetary challenges, the increased efficiency the environmental management system provides will help advance the EPA's mission to protect human health and the environment. Through the environmental management system's emphasis on outreach, the EPA will strengthen its partnership with federal, state, local and tribal communities and broaden the collaboration with these partners to further the agency's role as an environmental leader nationally and globally. The EPA will demonstrate environmental stewardship by effectively managing its environmental impacts through its environmental performance and by meeting or exceeding legal requirements. The environmental management system is a valuable tool for confronting climate change, promoting chemical safety, reducing pollution, and increasing the overall sustainability of EPA operations.

Through the effective implementation, maintenance and continuous improvement of the environmental management system, we are certain to succeed in accomplishing our goals.


Gina McCarthy
Administrator

April 8, 2014
Date

Message

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Sent: 7/25/2018 11:04:50 AM
To: Vizian, Donna [Vizian.Donna@epa.gov]
Subject: Re: memos

Do you know who would be the repository of fishbowl memos from the past? OGC?

Ryan Jackson
Chief of Staff
U.S. EPA
202-564-6999

On Jul 24, 2018, at 6:48 PM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

Perfect. I think that Andrew would like issuing it.

From: Vizian, Donna
Sent: Tuesday, July 24, 2018 6:33 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>
Cc: Leopold, Matt (OGC) <Leopold.Matt@epa.gov>; Minoli, Kevin <Minoli.Kevin@epa.gov>; Grantham, Nancy <Grantham.Nancy@epa.gov>; Monson, Mahri <Monson.Mahri@epa.gov>; Packard, Elise <Packard.Elise@epa.gov>; Blake, Wendy <Blake.Wendy@epa.gov>; Wulffen, Rebecca <Wulffen.Rebecca@epa.gov>; Molina, Michael <molina.michael@epa.gov>
Subject: Re: memos

OSC is revising its annual whistleblower memo. We should have it in the next week or 2

On Jul 24, 2018, at 6:29 PM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

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Message

From: Wooden-Aguilar, Helena [Wooden-Aguilar.Helena@epa.gov]
Sent: 7/30/2018 4:29:15 PM
To: Monson, Mahri [Monson.Mahri@epa.gov]
CC: Jackson, Ryan [jackson.ryan@epa.gov]; Leopold, Matt (OGC) [Leopold.Matt@epa.gov]; Minoli, Kevin [Minoli.Kevin@epa.gov]; Vizian, Donna [Vizian.Donna@epa.gov]; Grantham, Nancy [Grantham.Nancy@epa.gov]; Packard, Elise [Packard.Elise@epa.gov]; Blake, Wendy [Blake.Wendy@epa.gov]; Wulffen, Rebecca [Wulffen.Rebecca@epa.gov]; Brown, Byron [brown.byron@epa.gov]; Molina, Michael [molina.michael@epa.gov]
Subject: Re: memos--e-version of EEO draft attached

Great. Thanks.

Helena Wooden-Aguilar
Acting Deputy Chief of Staff
Office of the Administrator
U.S. Environmental Protection Agency
202-564-0792 (office)
202-302-6846 (mobile)
wooden-aguilar.helena@epa.gov

On Jul 30, 2018, at 12:17 PM, Monson, Mahri <Monson.Mahri@epa.gov> wrote:

Ryan,

Presuming Matt is the one who shared the draft EEO hard copy with you, this should be the electronic version you are requesting. I just shared this with Helena at her request as well. Let me know if you have a different version or need anything else on the EEO memo.

Thanks!

Mahri

Mahri Monson
Office of General Counsel
U.S. Environmental Protection Agency
(202) 564-2657
Pronouns: She/Her/Hers

I am a proud member of LGBTQ+ community AND an EPA Ally. [Learn more and take the pledge here.](#)

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Much appreciated.

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Chief of Staff
U.S. Environmental Protection Agency
(202) 564-6999

<Draft EEO Statement (OGC) 7.13.18.docx>

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Subject: RE: memos--e-version of EEO draft attached

I'm set. Thanks. Rebecca is making changes and we'll issue tomorrow.

From: Minoli, Kevin
Sent: Monday, July 30, 2018 4:44 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>
Cc: Monson, Mahri <Monson.Mahri@epa.gov>; Leopold, Matt (OGC) <Leopold.Matt@epa.gov>; Vizian, Donna <Vizian.Donna@epa.gov>; Grantham, Nancy <Grantham.Nancy@epa.gov>; Packard, Elise <Packard.Elise@epa.gov>; Blake, Wendy <Blake.Wendy@epa.gov>; Wulffen, Rebecca <Wulffen.Rebecca@epa.gov>; Wooden-Aguilar, Helena <Wooden-Aguilar.Helena@epa.gov>; Brown, Byron <brown.byron@epa.gov>; Molina, Michael <molina.michael@epa.gov>
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I'm in meetings with Matt until 6:30 but will step out if needed. We were asked for a draft that was consistent with ones sent in this administration. That is why it is different from 2016. If you want to walk through the specific differences let me know and I will come down.

Kevin S. Minoli
Principal Deputy General Counsel &
Designated Agency Ethics Official
Office of General Counsel
US Environmental Protection Agency
Main Office Line: 202-564-8040

On Jul 30, 2018, at 4:29 PM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

This is different from the 2016 memo.

Can I have the appropriate person meet with me on the differences?

From: Monson, Mahri
Sent: Monday, July 30, 2018 12:17 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>; Leopold, Matt (OGC) <Leopold.Matt@epa.gov>; Minoli, Kevin <Minoli.Kevin@epa.gov>; Vizian, Donna <Vizian.Donna@epa.gov>; Grantham, Nancy <Grantham.Nancy@epa.gov>; Packard, Elise <Packard.Elise@epa.gov>; Blake, Wendy <Blake.Wendy@epa.gov>; Wulffen, Rebecca <Wulffen.Rebecca@epa.gov>; Wooden-Aguilar, Helena <Wooden-Aguilar.Helena@epa.gov>; Brown, Byron <brown.byron@epa.gov>
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Attached is last years. Can you help me personalize it a little more? I would like to place it in Wheeler's reading file for Thursday night. Attached are also previous versions from McCarthy and Jackson.

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Apparently, the whistleblower will not be ready for release on August 6 due to OSC.

Helena and Byron, will you be the points of contact to ensure the cooperation with the OIG memo is drafted for release for August 6?

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COOPERATING WITH THE OIG MEMO

- To issue sometime the week of August 6
- Attached is a draft with previous examples. Pruitt issued one of these last year.

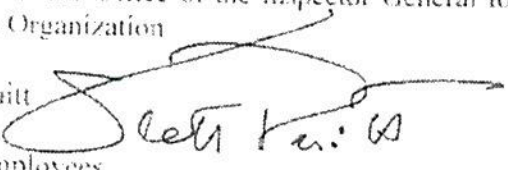


E. SCOTT PRUITT
ADMINISTRATOR

July 31, 2017

MEMORANDUM

SUBJECT: Working with the Office of the Inspector General to Ensure the EPA is a High-Performing Organization

FROM: E. Scott Pruitt 

TO: All EPA Employees

We all share in the public trust that accompanies our positions serving in the U.S. Environmental Protection Agency. One of the ways we ensure accountability deserving of the public trust is through the review and oversight carried out by our Office of Inspector General. The OIG is an independent office within the EPA that serves to prevent and root out fraud, waste and abuse in agency programs and operations. This important work enables us all to be more effective in achieving the agency's mission. This memorandum serves to explain how I expect agency personnel to work with the OIG and how the OIG conducts its mission.

To meet its statutory mandate, the OIG regularly requires information and assistance from EPA managers and staff. The IG Act states that the IG is authorized to have timely access to all information and material that is available to the agency and relates to the programs and operations for which the Inspector General has responsibilities under this Act. It is imperative and expected that agency personnel provide the OIG with access to personnel, facilities and records, in addition to other information or material that the OIG needs to accomplish its mission. Because I recognize that providing information to the OIG may raise concerns about the improper public release of information, I will work closely with the OIG to prevent such disclosures and to protect EPA employees from any unfair or disrespectful treatment. The OIG is committed to honoring requests for confidentiality – to the extent the law permits – and to handling all EPA documents and information in an appropriate manner. Furthermore, the OIG will continue to respect the multiple demands that managers and staff face on a daily basis and, whenever possible, accommodate scheduling difficulties or other time constraints.

For audits and evaluations, the OIG adheres to standards established by the Comptroller General of the United States, which include many steps to assure transparency and opportunities for comment on draft findings. To ensure that reports, audits, evaluations or other reviews are

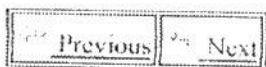
fairly prepared and presented, the OIG staff will endeavor to provide EPA management with significant opportunities for interaction. At any time during the course of an audit, evaluation or report, EPA management may request a meeting – and indeed should meet – with the OIG to discuss the audit, provide information to clarify management assertions and discuss the status and any questions. This interaction will help avoid misunderstandings, increase transparency and result in accurate and helpful ways for the agency to accomplish its mission.

For investigations of potential violations of the law, the OIG follows generally accepted protocols for questioning employees and gathering evidence.

I continue to expect all employees to report fraud, waste and abuse to the OIG. Employees should report the following types of conduct: theft of EPA funds, misuse of contract or grant funds, misuse of EPA equipment or assets for personal gain, falsification of EPA reports or records, serious employee misconduct or participation in EPA program fraud. Each employee taking the responsibility to report activity to the OIG that appears wasteful or illegal is one of the most important and successful means the OIG has for identifying and stopping wrongdoing. I encourage all EPA employees to report information to the OIG by contacting the OIG hotline at OIG_Hotline@epa.gov or toll free at 1-888-546-8740. You may always request anonymity.

EPA employees are not required to obtain permission from or inform managers before they speak with the OIG representative during audits, evaluations, investigations or other OIG reviews. Staff may, at their own discretion, contact their manager with any questions regarding their responsibility to cooperate with the OIG or their scheduling of meetings with the OIG unless, in the context of an investigation, they are requested not to do so by the OIG.

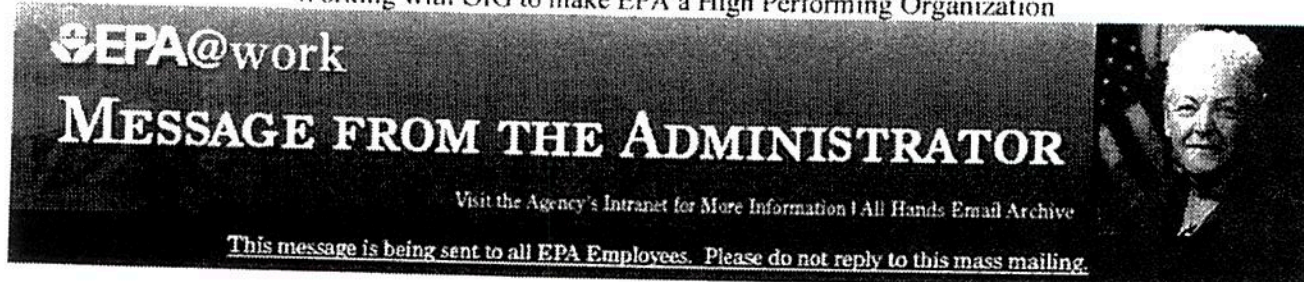
We have the opportunity to administer health and environmental protections that can benefit every person in the United States, strengthen our economy and conserve environmental resources for their best use for generations to come. Working together we can ensure that we uphold the public trust and public resources bestowed upon us all.



All Hands Messages EPA-Wide

Date Published: 01/02/2015

Title: Working with OIG to make EPA a High Performing Organization



MEMORANDUM

SUBJECT: Working with OIG to make EPA a High Performing Organization

FROM: Gina McCarthy

TO: All EPA Employees

To best achieve the U.S. Environmental Protection Agency's mission, I selected as one of the themes for my tenure as Administrator "embracing EPA as a high-performing organization." It means ensuring that our agency continues to faithfully apply the law and sound science, to support our talented and dedicated work force so all EPA employees have the tools they need to do their important work every day and to use our limited resources effectively.

One of the ways we can ensure that we all perform at our best is to support the internal review and oversight carried out by our Office of Inspector General. The OIG serves as an independent office within our agency, preventing and rooting out fraud, waste and abuse in agency programs and operations, largely through audits and investigations. This important work enables us all to be more effective in achieving the agency's mission.

The vigilance of EPA staff is key to successful OIG oversight. I expect all employees to report fraud, waste and abuse to the OIG if they see it. The types of conduct that should be reported include: theft of EPA funds, misuse of contract or grant monies, misuse of EPA equipment or assets for personal gain, falsification of EPA reports or records, serious employee misconduct, or participation in EPA program fraud. The easiest way to report information to the OIG is to contact the OIG Hotline at OIG_Hotline@epa.gov or toll-free at 1-888-546-8740. You may request anonymity.

I recognize that reporting or providing information to OIG about suspected problems may raise concerns for some about premature public release of this information or disruption to programs or management decisions. Please rest assured that I am working closely with the Inspector General to prevent instances of inappropriate release of information, to ensure EPA employees are being treated fairly and respectfully, and to recognize the valuable role that EPA employees have played in supporting OIG oversight. Please continue to do your part, as you have throughout EPA's history, by continuing to help accomplish our shared mission, and by supporting the work of the OIG.

Embracing EPA as a high-performing organization is essential – not only to ensure that we cultivate the kind of organization that the dedicated, hardworking, professional public servants at EPA deserve, but because the work we do is critical. The health and environmental protections we administer benefit every person in the United States, strengthen our economy, and preserve our environmental resources for generations to come. We do this work with public trust and public resources, and we should approach it with great integrity and great pride.

Message Information

Date 08/10/2009 10:38 AM
From Mark Bialek/OIG/USEPA/US
To LisaP Jackson/DC/USEPA/US@EPA; Scott Fulton/DC/USEPA/US@EPA
cc
Subject Fw: Cooperation with the Office of Inspector General

Message Body

Lisa / Scott --

Thank you both very much for getting this out. It's going to be extremely helpful for the agency and OIG in clarifying expectations.

Mark

Mark Bialek
Associate Deputy Inspector General and Counsel
U.S. Environmental Protection Agency
Tel: (202) 566-0861
Fax: (202) 566-0870
E-mail: bialek.mark@epa.gov

----- Forwarded by Mark Bialek/OIG/USEPA/US on 08/10/2009 10:35 AM -----

Message from the
Administrator
08/07/2009 02:00 PM

To All EPA Employees
cc

Subject Cooperation with the Office of Inspector General

Visit the Agency's Intranet for More Information

EPA@Work

All Hands Email-Archive

This message is being sent to all EPA Employees.
Please do not reply to this mass mailing.

MEMORANDUM

SUBJECT: Cooperation with the Office of Inspector General
FROM: Administrator Lisa P. Jackson
TO: All EPA Employees

In the context of specific OIG audits, evaluations or other reviews, the OIG will ordinarily issue a notification letter or kick-off memo to EPA management announcing the objectives of the OIG activity. Frequently, a meeting will be scheduled with EPA management and the OIG staff to discuss the activity. Under all circumstances, EPA managers and staff are to provide complete cooperation upon receipt of such notification; and

5. EPA staff are not required to obtain permission from or inform managers before they speak with OIG representatives during audits, evaluations, investigations or other OIG reviews. Staff may, at their own discretion, contact their manager with any questions regarding their responsibility to cooperate with the OIG or their scheduling of meetings with the OIG, unless, in the context of an investigation, they are instructed otherwise by OIG. In the context of investigations, managers should not question staff about their interactions with the OIG.

The OIG, for its part, has indicated its intent to respect the multiple demands made upon EPA managers and staff and, to the extent possible, to seek to accommodate scheduling difficulties or other time constraints that managers and staffs might face. Also, the OIG is committed to honoring requests for confidentiality to the extent permitted by the law and to handling all EPA documents and information in an appropriate manner.

To ensure that reports from audits, evaluations and other reviews (collectively referred to here as "audits") are fairly prepared and presented, the OIG staff will endeavor to provide management with significant opportunities for interaction. To this end, an audit will ordinarily begin with an entrance conference or kick-off meeting and will ordinarily conclude its active phase with an exit conference. Management should attend both entrance and exit conferences and make its views and concerns known. At any time during the course of the audit, EPA management may request and meet with the OIG staff to discuss the audit, provide information to clarify management assertions and discuss status and any concerns.

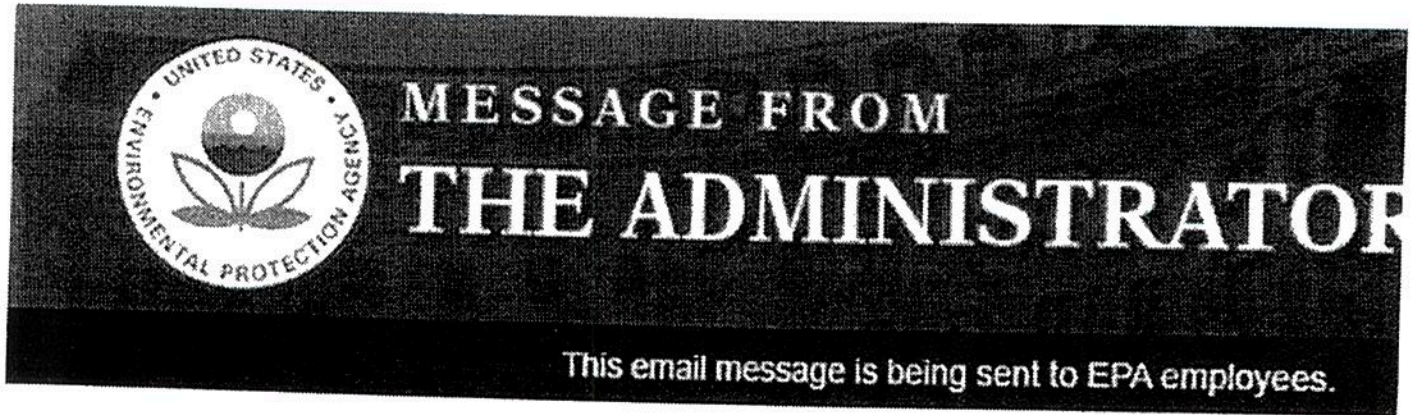
The OIG intends to solicit EPA management for input regarding accuracy and tonal quality frequently during the audit up to and including submission of comments to the written audit product. This interaction should help to avoid misunderstandings. The OIG is committed to give full consideration to management comments on discussion drafts and formal draft reports in the course of finalizing reports. EPA managers should engage with OIG leadership when it believes that its input is not satisfactorily addressed. In the end, formal Agency comments to the formal draft will ordinarily be attached, in their entirety, to the final OIG report. This interactive process, in which OIG engages management in the audited office in an effort to develop and refine findings and recommendations, is a key part of the OIG process, and Agency managers need to see these opportunities for interaction as their primary means of expression in the context of OIG audits.

All offices are expected to review their policies and procedures related to interaction with the OIG and must conform to this guidance; the offices must certify such conformity to the Deputy Administrator by e.o.b. September 4, 2009.

If you have any questions about this guidance or about an OIG request for information, please contact the Principal Deputy General Counsel at (202) 564-0864 or the Associate Deputy

Jackson, Ryan

From: Message from the Administrator
Sent: Tuesday, August 8, 2017 5:05 PM
To: Message from the Administrator
Subject: Working with the Office of the Inspector General to Ensure the EPA is a High-Performing Organization
Expires: Saturday, October 7, 2017 12:00 AM



MEMORANDUM

SUBJECT: Working with the Office of the Inspector General to Ensure the EPA is a High-Performing Organization
FROM: E. Scott Pruitt
TO: All EPA Employees

We all share in the public trust that accompanies our positions serving in the U.S. Environmental Protection Agency. One of the ways we ensure accountability deserving of the public trust is through the review and oversight carried out by our Office of Inspector General. The OIG is an independent office within the EPA that serves to prevent and root out fraud, waste and abuse in agency programs and operations. This important work enables us all to be more effective in achieving the agency's mission. This memorandum serves to explain how I expect agency personnel to work with the OIG and how the OIG conducts its mission.

To meet its statutory mandate, the OIG regularly requires information and assistance from EPA managers and staff. The IG Act states that the IG is authorized to have timely access to all information and material that is available to the agency and relates to the programs and operations for which the Inspector General has responsibilities under this Act. It is imperative and expected that agency personnel provide the OIG with access to personnel, facilities and records, in addition to other information or material that the OIG needs to accomplish its mission. Because I recognize that providing information to the OIG may raise concerns about the improper public release of information, I will work closely with the OIG to prevent such disclosures and to protect EPA employees from any unfair or disrespectful treatment. The OIG is committed to honoring requests for confidentiality – to the extent the law permits – and to handling all EPA documents and information in an appropriate manner. Furthermore, the OIG will continue to respect the multiple demands that managers and staff face on a daily basis and, whenever possible, accommodate scheduling difficulties or other time constraints.

November 1, 2019

MEMORANDUM

SUBJECT: Working with the Office of the Inspector General to ensure EPA is a high performing organization

FROM: E. Scott Pruitt

TO: All EPA Employees

We all share in the public trust that accompanies our positions serving in the EPA. One of the ways we ensure accountability deserving of the public trust is through the review and oversight carried out by our Office of Inspector General. The OIG is an independent office within EPA that serves to prevent and root out fraud, waste, and abuse in Agency programs and operations. This important work enables us all to be more effective in achieving the Agency's mission. The purpose of this memorandum is to explain how I expect Agency personnel to work with the OIG and how OIG conducts its mission.

To meet its statutory mandate the OIG requires on a regular basis information and assistance from EPA managers and staff. It is imperative and expected that Agency personnel provide the OIG with access to personnel, facilities, and records or other information or material that is needed by the OIG to accomplish its mission.

For audits and evaluations, the OIG adheres to standards established by the Comptroller General of the United States, which includes many steps to assure transparency and opportunities for comment on draft findings. To ensure that reports, audits, evaluations, or other reviews are fairly prepared and presented, the OIG staff will endeavor to provide EPA management with significant opportunities for interaction. At any time during the course of an audit, evaluation, or report, EPA management may request and should meet with the OIG to discuss the audit, provide information to clarify management assertions, and discuss the status and any questions. This interaction will help avoid misunderstandings, increase transparency, and result in accurate and helpful ways for the Agency to accomplish its mission.

For investigations of potential violations of the law, the OIG follows generally accepted protocols for questioning employees and gathering evidence.

I continue to expect all employees to report fraud, waste, and abuse to the OIG. The types of conduct that should be reported include theft of EPA funds, misuse of contract or grant funds, misuse of EPA equipment or assets for personal gain, falsification of EPA reports or records, serious employee misconduct, or participation in EPA program fraud. Each employee taking the responsibility to report activity to the OIG which appears wasteful or illegal is one of the most important and successful means the OIG has for identifying and stopping wrongdoing. I encourage all EPA employees to report information to the OIG by contacting the OIG hotline at OIG_Hotline@epa.gov or toll free at 1-888-546-8740. You may always request anonymity.

EPA employees are not required to obtain permission from or inform managers before they speak with the OIG representative during audits, evaluations, investigations or other OIG reviews. Staff may at their own discretion contact their manager with any questions regarding their responsibility to cooperate with the OIG or their scheduling of meetings with the OIG unless, in the context of an investigation, they are requested not to do so by the OIG.

The health and protections we have the opportunity to administer can benefit every person in the United States, strengthen our economy, and conserve environmental resources for their best use for generations to come. Working together we can ensure that we uphold the public trust entrusted to us all as we continue to protect human health and the environment.

Message

From: Jackson, Ryan [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=38BC8E18791A47D88A279DB2FEC8BD60-JACKSON, RY]
Sent: 8/1/2018 5:57:31 PM
To: Brown, Byron [brown.byron@epa.gov]; Wooden-Aguilar, Helena [Wooden-Aguilar.Helena@epa.gov]
Subject: RE: memos

Thanks.

From: Brown, Byron
Sent: Wednesday, August 1, 2018 1:54 PM
To: Wooden-Aguilar, Helena <Wooden-Aguilar.Helena@epa.gov>; Jackson, Ryan <jackson.ryan@epa.gov>
Subject: RE: memos

I made some edits to try to personalize.

From: Wooden-Aguilar, Helena
Sent: Tuesday, July 31, 2018 5:45 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>
Cc: Brown, Byron <brown.byron@epa.gov>
Subject: Re: memos

Got it.

Helena Wooden-Aguilar
Acting Deputy Chief of Staff
Office of the Administrator
U.S. Environmental Protection Agency
202-564-0792 (office)
202-302-6846 (mobile)
wooden-aguilar.helena@epa.gov

On Jul 31, 2018, at 5:38 PM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

Attached is last years. Can you help me personalize it a little more? I would like to place it in Wheeler's reading file for Thursday night. Attached are also previous versions from McCarthy and Jackson.

From: Jackson, Ryan
Sent: Tuesday, July 31, 2018 8:24 AM
To: Leopold, Matt (OGC) <Leopold.Matt@epa.gov>; Minoli, Kevin <Minoli.Kevin@epa.gov>; Vizian, Donna <Vizian.Donna@epa.gov>; Grantham, Nancy <Grantham.Nancy@epa.gov>; Monson, Mahri <Monson.Mahri@epa.gov>; Packard, Elise <Packard.Elise@epa.gov>; Blake, Wendy <Blake.Wendy@epa.gov>; Wulffen, Rebecca <Wulffen.Rebecca@epa.gov>; Wooden-Aguilar, Helena <Wooden-Aguilar.Helena@epa.gov>; Brown, Byron <brown.byron@epa.gov>
Cc: Molina, Michael <molina.michael@epa.gov>
Subject: RE: memos

Apparently, the whistleblower will not be ready for release on August 6 due to OSC.

Helena and Byron, will you be the points of contact to ensure the cooperation with the OIG memo is drafted for release for August 6?

From: Jackson, Ryan
Sent: Monday, July 30, 2018 10:59 AM
To: Leopold, Matt (OGC) <Leopold.Matt@epa.gov>; Minoli, Kevin <Minoli.Kevin@epa.gov>; Vizian, Donna <Vizian.Donna@epa.gov>; Grantham, Nancy <Grantham.Nancy@epa.gov>; Monson, Mahri <Monson.Mahri@epa.gov>; Packard, Elise <Packard.Elise@epa.gov>; Blake, Wendy <Blake.Wendy@epa.gov>; Wulffen, Rebecca <Wulffen.Rebecca@epa.gov>; Wooden-Aguilar, Helena <Wooden-Aguilar.Helena@epa.gov>; Brown, Byron <brown.byron@epa.gov>
Cc: Molina, Michael <molina.michael@epa.gov>
Subject: RE: memos

Again, thank you all for your help.

We will release the "fishbowl" memo today.

I have a hard copy of the OGC prepared EEO draft memo. Can I receive an electronic version of it? Also Helena and Byron, will you work up an orange folder for the EEO memo?

Finally, can OGC prepare a draft "Whistleblower" FEAR Act memo for tentative release on August 6 and can OGC prepare a cooperation with the OIG memo for tentative release on August 13?

I'm eager to schedule a time to review drafts on the FOIA release within the next couple of weeks.

Finally, I'm hoping to use the next couple of weeks to finalize a new elevation memo based on the standardized procedures the EMC has developed and an anti-harassment memo to present to Andrew for evaluation.

From: Jackson, Ryan
Sent: Tuesday, July 24, 2018 6:29 PM
To: Leopold, Matt (OGC) <Leopold.Matt@epa.gov>; Minoli, Kevin <Minoli.Kevin@epa.gov>; Vizian, Donna <Vizian.Donna@epa.gov>; Grantham, Nancy <Grantham.Nancy@epa.gov>; Monson, Mahri <Monson.Mahri@epa.gov>; Packard, Elise <Packard.Elise@epa.gov>; Blake, Wendy <Blake.Wendy@epa.gov>; Wulffen, Rebecca <Wulffen.Rebecca@epa.gov>
Cc: Molina, Michael <molina.michael@epa.gov>
Subject: RE: memos

Thank you all. The notebook was exceptionally helpful. In fact, I believe we will begin to roll out policy statements as early as this week due to it.

From: Jackson, Ryan
Sent: Tuesday, July 10, 2018 1:18 PM
To: Leopold, Matt (OGC) <Leopold.Matt@epa.gov>; Minoli, Kevin <Minoli.Kevin@epa.gov>; Vizian, Donna <Vizian.Donna@epa.gov>; Grantham, Nancy <Grantham.Nancy@epa.gov>
Cc: Molina, Michael <molina.michael@epa.gov>
Subject: memos

I would like to prepare a notebook for Andrew on the memos he should consider issuing. Can OGC help me prepare draft memos for him to review?

- One which we have not yet issued is the EEO memo. Administrator Pruitt was moving toward the attached EEO statement, however, I would like for OGC to prepare a statement consistent with other federal agencies in this Administration as well.
- I would like for OGC to prepare an update in any are necessary to the anti-harassment policy for Andrew to release.
- Would OGC review the attached draft fishbowl memo and provide any comments?
- Does Andrew need to issue a new OIG cooperation memo, whistleblower memo, and Weingarten memo?
- Are there any further memos concerning FOIA or anything else which we should prepare to issue?
- Nancy Grantham mentioned that due to Pruitt's updated elevation memo the EMC has prepared a uniform system to elevate matters throughout the agency based on the best practices from the region and HQ over the past 2-3 years. Would it be appropriate for Andrew to issue an update elevation policy now as well?

Finally, the goal is to issue a new memo or policy per week once prepared and approved.

I have some previous examples of the memos, however, if you have previous example of the usual memos new Administrator's have released, I think that would be helpful context for Andrew.

Much appreciated.

Ryan Jackson
Chief of Staff
U.S. Environmental Protection Agency
(202) 564-6999

<Pruitt OIG Cooperation Memo.RJ Edits.docx>

<image2018-07-31-060438.pdf>

Message

From: Wooden-Aguilar, Helena [Wooden-Aguilar.Helena@epa.gov]
Sent: 8/3/2018 9:07:44 PM
To: Jackson, Ryan [jackson.ryan@epa.gov]
CC: Leopold, Matt (OGC) [Leopold.Matt@epa.gov]; Minoli, Kevin [Minoli.Kevin@epa.gov]; Grantham, Nancy [Grantham.Nancy@epa.gov]; Konkus, John [konkus.john@epa.gov]; Brown, Byron [brown.byron@epa.gov]; Blake, Wendy [Blake.Wendy@epa.gov]; Youngblood, Charlotte [Youngblood.Charlotte@epa.gov]
Subject: Re: next memo

Ryan - OGC and I are working this. We will have a revised draft ASAP and circulate you and Byron. Helena

Helena Wooden-Aguilar
Acting Deputy Chief of Staff
Office of the Administrator
U.S. Environmental Protection Agency
202-564-0792 (office)
202-302-6846 (mobile)
wooden-aguilar.helena@epa.gov

On Aug 1, 2018, at 1:59 PM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

All, attached is a draft of the next Administrator's memo I would like to issue the week of August 6.

Please provide any edits and proofs and help me with any coordinating with the OIG or any offices prior to its release.

Thank you.

Ryan Jackson
Chief of Staff
U.S. Environmental Protection Agency
(202) 564-6999

<Wheeler OIG Cooperation Memo DRAFT 080118.docx>

November 1, 2019 ~~August 1, 2018~~

MEMORANDUM

SUBJECT: Cooperating with the Office of the Inspector General to ensure EPA is fulfilling the public's trust

FROM: Andrew R. Wheeler

TO: All EPA Employees

As a former career employee at the Environmental Protection Agency (EPA or Agency), I recognize the important role that the Office of Inspector General (OIG) serves in preventing and identifying fraud, waste, and abuse in EPA programs and operations. Working at EPA, and advancing our shared mission of protecting human health and the environment, is a public trust. One of the ways we ensure accountability deserving of the public trust is through the review and oversight carried out by the OIG. This important work enables us all to be more effective in achieving the Agency's mission with the resources and authorities as enacted by Congress. The purpose of this memorandum is to explain how I expect Agency personnel to work with the OIG and how OIG conducts its mission.

The OIG is an independent office within EPA and, to meet its statutory mandate under the Inspector General Act, the OIG requires on a regular basis information and assistance from EPA managers and staff. It is imperative and expected that Agency personnel provide the OIG with access to personnel, facilities, and records or other information or material that is needed by the OIG to accomplish its mission.

For audits and evaluations, the OIG adheres to standards established by the Comptroller General of the United States, which includes many steps to assure transparency and opportunities for comment on draft findings. To ensure that reports, audits, evaluations, or other reviews are fairly prepared and presented, the OIG staff will endeavor to provide EPA management with significant opportunities for interaction consistent with the Inspector General Act. At any time during the course of an audit, evaluation, or report, EPA management may request and should meet with the OIG to discuss the audit, provide information to clarify management assertions, and discuss the status of the OIG's reviews and any questions or OIG recommendations. This interaction will help avoid misunderstandings, increase transparency, and result in accurate and

helpful ways for the Agency to accomplish its mission. EPA management and staff are also expected to respond accordingly and fulfill agreed upon commitments in response to OIG reports and recommendations.

For investigations of potential violations of the law, the OIG follows generally accepted protocols for questioning employees and gathering evidence.

I continue to expect all employees to report fraud, waste, and abuse to the OIG. The types of conduct that should be reported include theft of EPA funds, misuse of contract or grant funds, misuse of EPA equipment or assets for personal gain, falsification of EPA reports or records, serious employee misconduct, or participation in EPA program fraud. Each employee taking the responsibility to report activity to the OIG which appears wasteful or illegal is one of the most important and successful means the OIG has for identifying and stopping wrongdoing. I encourage all EPA employees to report information to the OIG by contacting the OIG hotline at OIG_Hotline@epa.gov or toll free at 1-888-546-8740. You may always request anonymity.

EPA employees are not required to obtain permission from or inform managers before they speak with the OIG representative during audits, evaluations, investigations or other OIG reviews. Staff may at their own discretion contact their manager with any questions regarding their responsibility to cooperate with the OIG or their scheduling of meetings with the OIG unless, in the context of an investigation, they are requested not to do so by the OIG.

Through this cooperation with the OIG and work toward our shared mission, we have the opportunity improve our operations and performance to the benefit every person in the United States. I thank you for your cooperation and commitment to upholding the public's trust in the important work we perform every day on behalf of the American people.

Message

From: Jackson, Ryan [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=38BC8E18791A47D88A279DB2FEC8BD60-JACKSON, RY]
Sent: 8/6/2018 2:13:10 PM
To: Wooden-Aguilar, Helena [Wooden-Aguilar.Helena@epa.gov]; Brown, Byron [brown.byron@epa.gov]

Do you have a final OIG memo?

Ryan Jackson
Chief of Staff
U.S. EPA
202-564-6999

Message

From: Brown, Byron [brown.byron@epa.gov]
Sent: 8/6/2018 5:47:10 PM
To: Jackson, Ryan [jackson.ryan@epa.gov]
Subject: RE: Update
Attachments: Wheeler OIG Cooperation Memo DRAFT 080618 OGC+BB Comments.docx

I made a couple of small edits.

-----Original Message-----

From: Jackson, Ryan
Sent: Monday, August 6, 2018 1:29 PM
To: Brown, Byron <brown.byron@epa.gov>
Subject: FW: Update

Will you review this one more time?

Let me know your final recommendations.

-----Original Message-----

From: Youngblood, Charlotte
Sent: Monday, August 6, 2018 1:26 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>; Brown, Byron <brown.byron@epa.gov>
Cc: Wooden-Aguilar, Helena <Wooden-Aguilar.Helena@epa.gov>; Minoli, Kevin <Minoli.Kevin@epa.gov>
Subject: RE: Update

Here is the draft with all OGC comments incorporated. Please let me know if you need any help coordinating with the OIG or other offices on this.

Thanks,

Charlotte Youngblood
Deputy Associate General Counsel
General Law Office
Office of General Counsel
U.S. Environmental Protection Agency
(202) 564-0283
youngblood.charlotte@epa.gov

-----Original Message-----

From: Wooden-Aguilar, Helena
Sent: Monday, August 6, 2018 1:13 PM
To: Youngblood, Charlotte <Youngblood.Charlotte@epa.gov>; Jackson, Ryan <jackson.ryan@epa.gov>; Brown, Byron <brown.byron@epa.gov>
Subject: RE: Update

Thanks Charlotte. Looking forward to receiving the updated document shortly. Please send it directly to Byron and Ryan with a cc to me.

-----Original Message-----

From: Youngblood, Charlotte
Sent: Monday, August 06, 2018 11:16 AM
To: Wooden-Aguilar, Helena <Wooden-Aguilar.Helena@epa.gov>; Jackson, Ryan <jackson.ryan@epa.gov>; Brown, Byron <brown.byron@epa.gov>
Subject: RE: Update

Thanks so much, Helena. Just a quick clarification - unfortunately I'm in in-person meetings for the next hour, but will incorporate the comments as soon as possible thereafter!

Thanks again,

Charlotte Youngblood
Deputy Associate General Counsel
General Law Office
Office of General Counsel
U.S. Environmental Protection Agency
(202) 564-0283
youngblood.charlotte@epa.gov

-----Original Message-----

From: Wooden-Aguilar, Helena
Sent: Monday, August 6, 2018 11:14 AM
To: Jackson, Ryan <jackson.ryan@epa.gov>; Brown, Byron <brown.byron@epa.gov>
Cc: Youngblood, Charlotte <Youngblood.Charlotte@epa.gov>
Subject: Update

Just checked in with Charlotte Y. Kevin M had some minor edits. Charlotte will be sending the document to us in about an hour. I have copied her on this message.

Helena

Message

From: Grantham, Nancy [Grantham.Nancy@epa.gov]
Sent: 8/6/2018 7:58:06 PM
To: Jackson, Ryan [jackson.ryan@epa.gov]
CC: Leopold, Matt (OGC) [Leopold.Matt@epa.gov]; Minoli, Kevin [Minoli.Kevin@epa.gov]; Wooden-Aguilar, Helena [Wooden-Aguilar.Helena@epa.gov]; Brown, Byron [brown.byron@epa.gov]
Subject: Re: Wheeler OIG Cooperation Memo FINAL.docx

Will do

Sent from my iPhone

On Aug 6, 2018, at 3:56 PM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

Nancy, will you tee up the attached final for distribution sometime this week.

OGC, please let us know should there be any further edits or review.

Thanks.

<Wheeler OIG Cooperation Memo FINAL.docx>

(date)

MEMORANDUM

SUBJECT: Cooperating with the Office of the Inspector General to ensure EPA is fulfilling the public's trust

FROM: Andrew R. Wheeler

TO: All EPA Employees

As a former career employee at the Environmental Protection Agency (EPA or Agency), I recognize the important role that the Office of Inspector General (OIG) serves in preventing and identifying fraud, waste, and abuse in EPA programs and operations. Working at EPA, and advancing our shared mission of protecting human health and the environment, is a public trust. One of the ways we ensure accountability deserving of the public's trust is through the review and oversight carried out by the OIG. This important work enables us all to be more effective in achieving the Agency's mission with the resources and authorities provided by Congress. The purpose of this memorandum is to explain how I expect Agency personnel to work with the OIG and how OIG conducts its mission.

The OIG is an independent office within EPA and, to meet its statutory mandate under the Inspector General Act, the OIG requires on a regular basis information and assistance from EPA managers and staff. It is imperative and expected that Agency personnel provide the OIG with access to personnel, facilities, and records or other information or material that is needed by the OIG to accomplish its mission.

For audits and evaluations, the OIG adheres to standards established by the Comptroller General of the United States, which include many steps to ensure transparency and opportunities for comment on draft findings. To ensure that reports, audits, evaluations, or other reviews are fairly prepared and presented, the OIG staff will endeavor to provide EPA management with significant opportunities for interaction consistent with the Inspector General Act. At any time during the course of an audit, evaluation, or report, EPA management should meet with the OIG to discuss the audit, provide information to clarify management assertions, and discuss the status of the OIG's reviews and any questions or OIG recommendations. This interaction will help avoid misunderstandings, increase transparency, and result in accurate and helpful ways for the Agency

to accomplish its mission. EPA management and staff are also expected to respond accordingly and fulfill agreed upon commitments in response to OIG reports and recommendations.

For investigations of potential violations of the law, the OIG follows generally accepted protocols for questioning employees and gathering evidence.

I continue to expect all employees to report fraud, waste, and abuse to the OIG. The types of conduct that should be reported include theft of EPA funds, misuse of contract or grant funds, misuse of EPA equipment or assets for personal gain, falsification of EPA reports or records, serious employee misconduct, or participation in EPA program fraud. Each employee taking the responsibility to report activity to the OIG which appears wasteful or illegal is one of the most important and successful means the OIG has for identifying and stopping wrongdoing. I encourage all EPA employees to report information to the OIG by contacting the OIG hotline at OIG_Hotline@epa.gov or toll free at 1-888-546-8740. You may always request anonymity.

EPA employees are not required to obtain permission from or inform managers before they report issues to the OIG. Similarly, EPA employees are not required to obtain permission from or inform managers before they speak with the OIG representative during audits, evaluations, investigations or other OIG reviews. Staff may at their own discretion contact their manager with any questions regarding their responsibility to cooperate with the OIG or their scheduling of meetings with the OIG unless, in the context of an investigation, they are requested not to do so by the OIG. Please be aware that retaliation against any person who makes reports to the OIG, or who participates in an OIG investigation, is prohibited, and will not be tolerated.

Through this cooperation with the OIG and work toward our shared mission, we have the opportunity improve our operations and performance to the benefit every person in the United States. I thank you for your cooperation and commitment to upholding the public's trust in the important work we perform every day on behalf of the American people.



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