

President George W. Bush
The White House
Washington, D.C.

January 5, 2004

In re: Resignation

Dear Mr. President:

It is with deep regret that I write to inform you that I will be resigning from my position as the Assistant Administrator for the Office of Enforcement and Compliance Assurance at the U.S. Environmental Protection Agency, effective Friday, January 30, 2004. I want to thank you for the privilege and honor of serving in this Administration, and express my profound appreciation for the confidence that you placed in me and my abilities to lead the Office of Enforcement and Compliance.

As you know, striking the appropriate balance between compliance assistance, incentives, monitoring, and traditional enforcement is a difficult task, made more complicated by the unique challenges facing industry today. I am proud to report that in the Office of Enforcement and Compliance, utilizing our Smart Enforcement initiative, we have been able to provide more compliance assistance to industry than ever before, and we have targeted our enforcement cases strategically to yield significant environmental benefits. This past year, we recorded dramatic increases in environmental and public health benefits resulting from the enforcement cases we brought, and I fully anticipate that more such benefits will come in the years ahead.

I am also proud of our efforts to improve the enforcement and compliance program at EPA, and believe that we have accomplished much. Today, the office uses the data we collect to analyze potential problems and target our resources in the most effective way possible, and we are continuing to modernize our data systems so that we can make further improvements in our capabilities. We are also focusing our efforts on sectors where there is high non-compliance, and in geographic areas where environmental protection is often times absent. We are shifting to a system of measuring and evaluating our performance based on the public health benefits achieved, so that the true measure of our success, namely cleaner air, purer water, and better protected land, can be gauged better. And we are ensuring that as we strive for the goal of compliance with the environmental laws, we use whatever tools are available to us and collaborate

with industry to achieve that goal.

Of course, the dedicated staff and professionals in the Office of Enforcement and Compliance Assurance deserve all of the credit for the office's success, and I will miss the opportunities to interact and learn from all of them. But I can assure you that the enforcement and compliance efforts are in good hands at EPA, and that you can be proud of the work that we are doing to protect the citizens of this great nation and the natural resources upon which we all depend.

Again, I thank you for the honor and privilege of serving in your Administration, and stand ready to assist you in any way possible in the months and years ahead.

Sincerely,

John Peter Suarez

c: Michael Leavitt, Administrator