

**To:** Nate Morris[NRM80@rubiconglobal.com]; Hupp, Millan[hupp.millan@epa.gov]  
**Cc:** Matthew Swift[mas@concordia.net]; Michael Allegretti[michael.allegretti@rubiconglobal.com];  
Ferguson, Lincoln[ferguson.lincoln@epa.gov]  
**From:** Monique Williams  
**Sent:** Mon 10/2/2017 9:13:48 PM  
**Subject:** RE: Introduction - Millan Hupp and Nate Morris

Hi Millan,

It is a pleasure to be connected. I would like to introduce myself, I am the assistant to Nate Morris at Rubicon. I would like to follow-up on the email below and see if there is a good time that works best with you and Lincoln Ferguson.

Kind regards,

Monique

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**From:** Nate Morris  
**Sent:** Wednesday, September 27, 2017 3:32 PM  
**To:** Hupp, Millan <hupp.millan@epa.gov>  
**Cc:** Matthew Swift <mas@concordia.net>; Michael Allegretti <michael.allegretti@rubiconglobal.com>; Ferguson, Lincoln <ferguson.lincoln@epa.gov>; Monique Williams <Monique.Williams@rubiconglobal.com>  
**Subject:** Re: Introduction - Millan Hupp and Nate Morris

Hi Millan,

It's a pleasure to be in touch with you! We are very excited to connect. I'm sure we will find a time that works best for your schedule. Until then, if you have any questions, my personal number is Personal Phone/Ex. 6 I look forward to connecting with you!

All the best,

Nate

On Sep 27, 2017, at 11:08 AM, Hupp, Millan <[hupp.millan@epa.gov](mailto:hupp.millan@epa.gov)> wrote:

Nate,

It is a wonderful pleasure to meet you via email. Thank you Matt, for the introduction.

We would be delighted to explore times on the Administrator's calendar for an introductory meeting. I am going to loop in the Administrator's Senior Advisor, Lincoln Ferguson, as well as he typically sits in on the Administrator's meetings.

Kindly let us know some time that might work for you or if you'd prefer we offer a few.

Thank you so much,

Millan Hupp

Sent from my iPhone

On Sep 26, 2017, at 6:41 AM, Matthew Swift <[mas@concordia.net](mailto:mas@concordia.net)> wrote:

Millan,

Allow me to introduce you to my friend Nate Morris. Nate is the co-founder and CEO of Rubicon Global.

As discussed, I think it would be great for Nate and the Administrator get together and Nate would be happy to come to Washington to meet. I have also cc'd Michael Allegretti, on Nate's team.

Nate,

Millan is a good friend and I have gotten to know her and the Administrator over the last few years. They are doing some very important things at EPA and I think it would be great for you and the Administrator to meet. Scott is also from Kentucky - so I know that is always the best base for a friendship!

Warm Regards,

Matt

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**Matthew Swift**

Co-Founder, Chairman & CEO

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