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**To:** Hupp, Millan[hupp.millan@epa.gov]  
**From:** Matthew Freedman  
**Sent:** Wed 7/19/2017 1:59:57 AM  
**Subject:** Australia meeting  
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Millan:

A few additional thoughts.

I think that the trip will be more hostile than what the Administrator may be expecting. While we have discussed the differences in policies between the Turnbull Administration and the Trump Administration the outright hostility may come to the surface more frequently than you might expect. He needs to be prepared for a more confused and angry group of Aussies.

I also think that having one single meeting with the Victorian Government may be useful politically, but the outcome may be no different than if the Administrator met with Bernie Sanders. That is, the Victorian Government will be hostile to any Trump appointee and when you mix in climate change issues and the Paris Accord - I think the Administrator will not find the local government meeting particularly useful or insightful for him. So if a Vic meeting is important (not to me, tho) I would limit it to one single meeting, check the box, and move on.

I have been in contact with the ExDir of the Institute for Public Affairs, the conservative/dereg think tank, and I believe that they can provide very useful discussions related to the topics of the science of climate change (something that the Aussies are also looking into) and other issues given the work they have done. They are aligned with the Trump vision on various issues, including coal, the challenge to businesses given the environmental approvals required, the unprecedented gov't control related to gas exploration/development, gas/fracking challenges. These are the inputs/meetings that he should be focused on.

In the next few days I'll have developed a list of some additional events or people that he should meet, through the IPA vehicle. They also can do an event in Sydney, Canberra and/or Melb - so we are not limited to the Melb.

There are also a few right-leaning Labor Party leaders that it might be worth the Administrator to meet, and I'll pass along those names as well. I'm also thinking about having him meet privately with the Labor Party Leader, who is likely to become the next Prime Minister, Bill Shorten, who is also a good friend.

Would be interested in the latest outcomes from your call with the Embassy.

Matthew

On Jul 16, 2017, at 9:25 AM, Hupp, Millan <[hupp.millan@epa.gov](mailto:hupp.millan@epa.gov)> wrote:

Sounds good. We will plan for Monday morning.

Sent from my iPhone

On Jul 15, 2017, at 5:39 PM, Matthew Freedman <[mfreedman@globalimpact-inc.com](mailto:mfreedman@globalimpact-inc.com)> wrote:

M: Change of plans. We were deplaned from Lisbon and now on the flight tomor, Sunday, getting in late in the evening. Thanks to United Airlines. Let's aim to connect on Monday. Can be available at your convenience. FYI the Outback place has a town called Alice Springs, that is associated with Uluru. I can try to come up with another Outback experience that is closer, but this is the iconic one.

Matthew

On Jul 15, 2017, at 5:24 PM, Hupp, Millan wrote:

Matthew,

Very helpful call yesterday, thank you. Thank you, also, for the points below. Safe travels today. We will plan on giving you a call tomorrow afternoon.

Millan

Sent from my iPhone

On Jul 15, 2017, at 6:05 AM, Matthew Freedman <[mfreedman@globalimpact-inc.com](mailto:mfreedman@globalimpact-inc.com)> wrote:

Millan:

Great call yesterday. I'm wheels up now but anytime this weekend at 5pm Saturday would be good to followup.

A few items we discussed.

1. A trip to the Outback. The classic is Ayers Rock, locally called Uluru. It will require 24 hours - maybe the weekend eg Sunday works but that would conflict with the visit to the LNG plant. You can google it - [www.uluru-australia.com](http://www.uluru-australia.com) and see. Flights from Sydney are easiest. Usually in the morning, and then stay over one night and take the next morning flight back. Sunset and sunrise are just amazing. In a 100,000 acre national park. Quite an experience. It might change Monday a bit but that would also work out

since it seems that the Monday events can be truncated if required and wouldn't impact Canberra or the rest of the schedule.

2. Meetings in Canberra:

Foreign Minister Julie Bishop

Trade and Investment Minister Steven Chiobo

Minister of Resources Matt Canavan

Prime Minister Malcomb Turnbull

Senator and Minister for Agriculture and Water Barnaby Joyce

Senator and Minister for Innovation Industry and Science Arthur Sinodinos

3. Would like to get a formal invitation from the American Australian Council, the dominant US-based NGO to cohost with other NGOs in Aus - like Institute for Public Affairs to discuss deregulation. Can get from Embassy the contact point for IPA if you don't have one with the organization. But would be good to get a US organization extending invitations along with other NGOs, in addition to the formal Aus government invitation.

4. Messaging:

I believe that having a thematic approach would be most beneficial in the future. Innovation Deregulation and Federal/State relations would be the talking points in each meeting, and in any pre- or post-press that is sought. I would identify something EPA is currently doing or will likely be doing to address the issue of innovation as it impacts smaller staffing, budgets etc. This doesn't lessen the commitment to protecting the environment just an implicit notion that the USG has, in the past, been taking more and more authority and through innovation (agility, speed new public/private partnerships using technology) EPA can meet and further it's core mission.

Innovation can also be related to private sector business (to highlight what they are doing.) Deregulation would be focused on the how foreign governments and partners are untying regulations in order to foster economic growth and job creation. Federal/State relations would be to better understand how others approach the appropriate balance between federal responsibilities and those left to the States. In the end it could be a statement issued by EPA alone, or, ideally, with Minister Frydenberg. We can discuss this idea now and get some closure on a joint statement that can be pre-cooked. If the Adm meets with the PM it will certainly need to be done so both sides have something that they can reference is building a stronger Aus-US partners (see AUSMIN comminque that outlines our overall relationship with US).

[dfat.gov.au/geo/united-states-of-america/ausmin](https://dfat.gov.au/geo/united-states-of-america/ausmin)

<https://www.state.gov/r/pa/prs/ps/2017/06/271560.htm>

Each of these three areas allow for a positive dialogue, and followup on a quarterly basis. It may require identifying some things EPA is currently doing now in each of these areas that could contribute to a dialogue, not just in Aus but other countries as well.

You should also seek a State/DOD brief on the destruction of coral reefs by the Chinese, more destruction in the past two years than in the history of man- which is also a good talking point when the Great Barrier Reef protection comes up Aus officials.

Matthew

On Jul 10, 2017, at 11:09 AM, Hupp, Millan wrote:

Thank you, Matthew. Will review these items with our team this morning and report back. Very much appreciate your efforts and look forward to catching up on next steps.

Millan

Sent from my iPhone

On Jul 10, 2017, at 5:36 AM, Matthew Freedman  
<[mfreedman@globalimpact-inc.com](mailto:mfreedman@globalimpact-inc.com)> wrote:

Millan:

Wanted to followup my previous communication.

1. Having thought thru various ideas I like the idea of going to Melbourne and meeting with the Labor Government of the Victorian Government. It allows the Administrator to say that he met both sides, and discussed issues. And they are doing very creative things and the Vic government is 'open for business' so many US companies in the high tech arena are making Melbourne their new corporate HQ home. Maybe we can identify a few of them to connect with the EPA Administrator.

While climate change will not be on the agenda expect it come up and we need to be able to say that we 'agree to disagree' as good friends. I suggested to the Embassy that the Victorian Minister for Innovation and Trade (Philip Dalidakis) be included on their side

since having him at the table would be good.

2. Had a long conversation with James Shea, the Embassy lead. He, Cosi (Minister Frydenberg office) and your Advance lead in the International Affairs office will be speaking Tuesday morning to coordinate. The Embassy was not aware of some of the potential requests for meetings so this next call (which is weekly between the parties) should clarify that you, indeed, want to move forward with a formal request to see the Foreign Minister, Minister of Trade and Investment (Steven Chiobo), Prime Minister, and others.

3. The trip might have a theme related to environmental cooperation focused on the topic of innovation - one that both sides can rally around - since both countries are focused on innovation at a national level. And doing more with less requires being smarter and more strategic. Hence, it is useful for the EPA Adm and the Aus counterparts to learn about how each country thinks about protecting the environment in the context of smaller staffs and budgets. The US press has made it sound like less money equals less commitment so changing the dynamic would be useful. Using innovation is a bridge in this regard, and having several EPA activities in this area to put on the table would be useful. Some of the past EPA/NASA activities might qualify but my information is a little dated.

4. Great Barrier Reef and Tasmania I would agree at this point is a bridge too far for this visit.

Rick and I will attend and will be present but will not be listed as members of the delegation. Also, I will make all arrangements for us; we do not want to utilize any USG assets for our involvement. Friday/Sat/Sun when we arrive will be easy, but we will not likely participate in the official meetings.

Matthew

On Jul 6, 2017, at 9:49 AM, Matthew Freedman wrote:

Millan:

Greetings from Marrakech. Sorry for the delay in followup. I am still collecting inputs from friends but wanted to give you some additional thoughts on scheduling.

I think it is important to play both offense and defense. Offense to move forward the Agenda from the Administrator and defense in terms of a 'risk mitigation' strategy to address in a proactive manner critics from whatever perspective. That is why I urge consideration of some type of deliverable - a Communique, Statement of Principles, Memorandum of Understanding - something that codifies the goals and objectives of the trip but also the larger issues. This will blunt any criticism in the future and allows the Administrator for focus on the positive outcomes.

The trip will undoubtedly turn to issues where the Administration differs from the current Aus government - climate change is but one issue, but there is no reason not to have an informed and thoughtful discussion. It allows both parties to address critics, and to move on. With a document that can be readied - several paragraphs only - it would frame the meetings and the agenda that is being put together. That would, by definition, make some meetings more important and others less. For example, State of Victoria meetings might be more important if part of a Communique talked about future discussions on Federal vs State environment issues/deregulation etc. and the Administrator wanted to have a parallel dialogue between EPA and the States in the US.

You also asked about the initial days. Here is an update

Arrival Friday.

-- Since you will arrive around 6:30 am you will either need to get an early check in or have the booked the rooms the previous evening so that they are available. The Embassy will handle but just wanted you to be aware. Walking around Sydney Harbor, the Rocks (where the early boats came in with British prisoners arrived) is fascinating. You will need some down time, too. In the afternoon you might consider taking the ferry from Circular Quay to either the Zoo (15 min). There is a great Chinese/Asian rest, WOO about 7 min walk from the hotel. In fact, Circular Quay, Rocks etc are all within 3 blocks of the hotel so easy logistics. The best single book to understand the foundation and history of Aus is The Fatal Shores which gives the context of how and why the British would round up undesireables and send them to Aus for being petty criminals etc (and no London police force then)

-- Saturday : A morning water taxi ride from Circular Quay to The Boathouse for breakfast would be great. It is owned by the (former) Minister of Trade Andrew Robb, a good friend, and the breakfast food is special. With good weather you can sit outside at picnic tables with umbrellas and enjoy Saturday morning with locals. Also, you can take a 15 minute ride to Bondi Beach from Circular Quay and walk as long as you want on a long and winding paved walking trail along the sea at a high level with runners, surfers etc and watch the surfers. I can send some photos if useful to visualize. Definitely a memorable experience. Dinner? Could be at a traditional German place in The Rock, if the Administrator likes German but I'll come up with other options. There are several along on the pier at Woogamalloo - steak, Indian, Chinese - first rate which is about a 7 min drive from the hotel.

-- Sunday: It would be nice to see if part of the schedule tied to Sydney Harbor clean up that is being proposed for Monday might be shifted even though it may be inconvenient for some. Otherwise, we might think of one or two individual meetings, and then a small CEO roundtable in the hotel in the afternoon. Maybe a visit from the US Consul General to give an overview. I am getting specific suggestions on invitees etc.

I think it may be useful to meet someone in the Labor Party opposition, but will get informal guidance from Josh's office. Again, so the Administrator can say that he heard all sides on environmental issues.

I've received an updated/more detailed draft schedule from the Embassy but reminded them that I'm simply providing input to you and that all the normal decision-making processes and communications need to remain in place, and that my only role is to provide informal input and suggestions to decision-makers.

Would be pleased

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