

Message

From: Brown, Ashley [Brown.Ashley@epa.gov]
Sent: 2/10/2025 4:33:20 PM
To: Hazen Marshall [hazen@marshallandpopp.com]
CC: Amidon, Eric [Amidon.Eric@epa.gov]; Jessica Carter (jcart282@ford.com) [jcart282@ford.com]; Voyles, Travis [voyles.travis@epa.gov]
Subject: RE: Ford Motor Company - Administrator Meeting Request
Attachments: EPA Meeting Information Form.docx

Hello Hazen!

Thank you for reaching out. Please complete the form in the attachment concerning the meeting between Mr. Ford and Administrator Zeldin. Thank you!

Ashley

From: Hazen Marshall <hazen@marshallandpopp.com>
Sent: Monday, February 10, 2025 10:02 AM
To: Brown, Ashley <Brown.Ashley@epa.gov>
Cc: Amidon, Eric <Amidon.Eric@epa.gov>; Jessica Carter (jcart282@ford.com) <jcart282@ford.com>; Voyles, Travis <voyles.travis@epa.gov>
Subject: RE: Ford Motor Company - Administrator Meeting Request

Caution: This email originated from outside EPA, please exercise additional caution when deciding whether to open attachments or click on provided links.

Thank you again Travis.

Ashley and Eric, adding here Jessica Carter with Ford to coordinate on Mr. Ford's request to meet with the Administrator.

Thanks for your consideration,

Hazen

From: Voyles, Travis <voyles.travis@epa.gov>
Sent: Saturday, February 8, 2025 10:09 PM
To: Brown, Ashley <Brown.Ashley@epa.gov>; Hazen Marshall <hazen@marshallandpopp.com>
Cc: Amidon, Eric <Amidon.Eric@epa.gov>
Subject: Ford Motor Company - Administrator Meeting Request

Good Evening Hazen—Connecting you with Ashley Brown, the scheduler for the Administrator. I am also including Eric Amidon, the Chief of Staff.

Eric/Ashley—Hazen works with Ford Motor Company and they would like to meet with the appropriate folks at EPA to discuss the tailpipe emissions rule. I am getting him set up with OAR, but they would also like to request a meeting for Bill Ford with the Administrator.

Let me know if I can be helpful with anything as this moves along.

Thanks,

Travis

--

Travis Voyles
Assistant Deputy Administrator
Office of the Administrator
U.S. Environmental Protection Agency
C: (202) 787-0595

This email has been scanned for spam and viruses. Click [here](#) to report this email as spam.

Message

From: Holycross, Bob (R.T.)
[rholycro@ford.com]
Sent: 2/24/2025 8:02:17 PM
To: McIntosh, Chad
[mcintosh.chad@epa.gov]
CC: Atkinson, Emily
[Atkinson.Emily@epa.gov]
Subject: RE: Re-Connecting with
Ford

Caution: This email originated from outside EPA, please exercise additional caution when deciding whether to open attachments or click on provided links.

Thanks, Chad. Look forwarding to hearing back from Emily. Our first priority would be to see if we can connect you with Steve Croley in D.C. this week. Ahead of that, I would welcome the chance to chat by phone for 15 minutes or so to help with a bit of context. All at a high level, in the spirit of opening a dialogue. Thank you for the quick response!

Regards,

Bob Holycross (he/him/his)

VP, Chief Sustainability, Environment & Safety Officer
rholycro@ford.com

From: McIntosh, Chad <mcintosh.chad@epa.gov>
Sent: Monday, February 24, 2025 2:39 PM
To: Holycross, Bob (R.T.) <rholycro@ford.com>
Cc: Atkinson, Emily <Atkinson.Emily@epa.gov>
Subject: RE: Re-Connecting with Ford

Greetings Bob, It has been forever. Busy is the word, definitely still in the startup mode. I copied Emily Atkinson to schedule a time. I look forward to catching up.

Chad McIntosh
Acting Deputy Administrator
U.S. Environmental Protection Agency
1200 Pennsylvania Avenue, NW
3412 WJC-North | Mail Code 1102
Washington, DC 20004
Tel. No. (202) 787-0580
mcintosh.chad@epa.gov

From: Holycross, Bob (R.T.) <rholycro@ford.com>
Sent: Monday, February 24, 2025 9:55 AM
To: McIntosh, Chad <mcintosh.chad@epa.gov>
Subject: Re-Connecting with Ford

Caution: This email originated from outside EPA, please exercise additional caution when deciding whether to open attachments or click on provided links.

Hi Chad,

It's been a long time! I hope that you are doing well. I was hoping that we could connect and catch up. Let me know if I can give you a call or please feel free to call me. My number is Ex. 6 Personal Privacy (PP) Bill Ford is scheduling a meeting in March with Administrator Zeldin and my colleague, Steve Croley (Ford's Chief Policy Officer), is going to be in D.C. this week. I wanted to see about connecting you with him as well, so was hoping you and I could talk today if possible. We are looking forward to working with the new Administration. I'm sure it's a busy time! Look forward to connecting. Thanks, Chad.

Regards,

Bob Holycross (he/him/his)

VP, Chief Sustainability, Environment & Safety Officer

rholycro@ford.com

Message

From: Rohall, Cameron (C. J.)
[crohall@ford.com]
Sent: 2/26/2025 6:46:43 PM
To: Brown, Ashley
[Brown.Ashley@epa.gov]
CC: Wofford, Scotty (M.)
[mwoffor2@ford.com]; Carter,
Jessica (J.)
[jcart282@ford.com]; Hazen
Marshall
[hazen@marshallandpopp.com]
Subject: Scheduling Request Form: Ford
Chairman Bill Ford
Attachments: 2024 EPA External Meeting
Request Form - WCF.pdf
Flag: Follow up

Caution: This email originated from outside EPA, please exercise additional caution when deciding whether to open attachments or click on provided links.

Hi Ashley,

Attached please find a meeting request form for Ford Executive Chairman Bill Ford, Jr. to meet with Administrator Zeldin on (or near) March 26. Please let me know if you have any questions - hope we can make this meeting work!

Thanks for your consideration,

CAMERON ROHALL
Manager, Federal Affairs

—

M (313) 530-4706

801 Pennsylvania Ave. NW, Suite 400
Washington, DC 20003





External Meeting Request Form

Today's Date: 2/19/25

Requesting Organization: Ford Motor Company

Title of the Meeting: Meeting with Bill Ford, Ford Motor Company

Purpose:

Bill Ford will be in Washington, DC to meet with Trump Administration officials.

Background:

Ford is looking to meet with Administrator Zeldin on how the auto industry is and will be impacted by EPA regulations.

Is this meeting related to ongoing litigation: No

Earliest possible date for the meeting: 3/26/25

Last possible date for the meeting: 3/26/25

Is the meeting urgent and if so, why: Yes

Bill Ford will only be in DC for one day to meet with various leaders in the executive branch

Requested Time Length: 30 minutes

Have you met with anyone within EPA: Not in this administration.

EPA participants requested:

Administrator Lee Zeldin

External Participants (including name [last, first], affiliation/organization, and email):

Bill Ford, Executive Chair, Ford Motor Company

Steve Croley, Chief Policy Officer & General Counsel, Ford Motor Company

Virtual, in-person, or hybrid meeting requested: In-Person

Point of Contact for the Meeting: Cameron Rohall, crohall@ford.com

Scotty Wofford, mwoffor2@ford.com

*****Please email this form back to OAR_Invitations@epa.gov*****

Message

From: Dominguez, Alexander [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=C9B9619B7BAE415EA7A035A836F2C3B1-EE98AC36-02]
Sent: 3/11/2025 2:50:37 PM
To: Croley, Steven (S.) [scroley@ford.com]
Subject: RE: Thank you.. And Staying in Touch

Thank you, Steve. Great meeting you and stay in touch.

Alex



Alexander Dominguez
Deputy Assistant Administrator for Mobile Sources
Office of Air and Radiation
U.S. Environmental Protection Agency

From: Croley, Steven (S.) <scroley@ford.com>
Sent: Tuesday, March 11, 2025 10:47 AM
To: Dominguez, Alexander <dominguez.alexander@epa.gov>
Subject: FW: Thank you.. And Staying in Touch

Caution: This email originated from outside EPA, please exercise additional caution when deciding whether to open attachments or click on provided links.

With your correct email, Alex! Apologies. -Steve

From: Croley, Steven (S.)
Sent: Tuesday, March 11, 2025 10:34 AM
To: voyles.travis@epa.gov; szabo.aaron@epa.gov; dominquez.alexander@epa.gov
Subject: Thank you.. And Staying in Touch

Dear Travis, Aaron, and Alex:

Thank you once again for taking time out of your incredibly busy schedules to meet with me.

I want to make sure you have all my coordinates (below).

My team and I are standing by to help you and yours with whatever you need—market information, technical information, foreign-competitor information. Etc.

We look forward to staying in touch in the coming weeks and months, and would love the chance to brainstorm with you further whenever you get the next chance. And the invitation to host you in Dearborn, or meet in Ann Arbor, or anywhere, is an open one.

All best,

Steve

Steven Croley
Chief Policy Officer and General Counsel
Ford Motor Company
scroley@ford.com; +1 313.480.8803

Message

From: Brown, Ashley [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=8D0606BC1F694C6AA1C3A90C00B7825D-51E37D1D-82]
Sent: 3/19/2025 2:41:06 PM
To: Rohall, Cameron (C. J.) [crohall@ford.com]; [REDACTED] Ex. 6 PP / Ex. 7(C)
[REDACTED] Ex. 6 PP / Ex. 7(C)
CC: [REDACTED] Ex. 6 PP / Ex. 7(C)
Subject: RE: On Behalf of Administrator Zeldin

Thank you!

Ashley Brown
U.S. Environmental Protection Agency
Director of Scheduling – Office of Administrator

From: Rohall, Cameron (C. J.) <crohall@ford.com>
Sent: Wednesday, March 19, 2025 10:39 AM
To: Brown, Ashley <Brown.Ashley@epa.gov>; [REDACTED] Ex. 6 PP / Ex. 7(C)
[REDACTED] Ex. 6 PP / Ex. 7(C)
Cc: [REDACTED] Ex. 6 PP / Ex. 7(C)
Subject: Re: On Behalf of Administrator Zeldin

Caution: This email originated from outside EPA, please exercise additional caution when deciding whether to open attachments or click on provided links.

Yes, that's correct - only Bill, Steve, Chris, and Jess will join for the meeting. I've copied Scott on our security team as well in case there are any questions.

Thanks!
Cameron

From: Brown, Ashley
Sent: Wednesday, March 19, 2025 10:37 AM
To: Rohall, Cameron (C. J.); [REDACTED] Ex. 6 PP / Ex. 7(C)
Subject: RE: On Behalf of Administrator Zeldin

Thank you!

The security will not be in the meeting, correct? Looping you in with our security team so they are aware. They may want to connect with your team as well.

Ashley Brown
U.S. Environmental Protection Agency
Director of Scheduling – Office of Administrator

From: Rohall, Cameron (C. J.) <crohall@ford.com>
Sent: Wednesday, March 19, 2025 10:25 AM

To: Brown, Ashley <Brown.Ashley@epa.gov>

Subject: Re: On Behalf of Administrator Zeldin

Caution: This email originated from outside EPA, please exercise additional caution when deciding whether to open attachments or click on provided links.

Hi Ashley,

Apologies for my delay. Below are names and titles for attendees (both meeting attendees and accompanying staff). I can be the day-of contact at Ex. 6 Personal Privacy (PP) (The security team will be unarmed of course).

Best,

Cameron

Meeting Attendees

Bill Ford, Jr. - Executive Chair

Steve Croley - Chief Policy Officer and General Counsel

Christopher Smith - Chief Government Affairs Officer

Jessica Carter - Head of Federal Government Affairs

Staff & Security

Cristina Sanders - Chief of Staff, Office of the Executive Chair

Ex. 6 Personal Privacy (PP) - Director, Global Security

Manager, Global Security

Cameron Rohall - Manager, Federal Affairs

From: Brown, Ashley

Sent: Tuesday, March 18, 2025 9:09 PM

To: Rohall, Cameron (C. J.)

Subject: FW: On Behalf of Administrator Zeldin

Hi just want to make sure this doesn't get pushed under the rug and either one of us forget!

Ashley Brown

U.S. Environmental Protection Agency

Director of Scheduling – Office of Administrator

From: Brown, Ashley
Sent: Monday, March 17, 2025 5:46 PM
To: Rohall, Cameron (C. J.) <crohall@ford.com>
Cc: Carter, Jessica (J.) <jcart282@ford.com>
Subject: RE: On Behalf of Administrator Zeldin


Thank you! I just need the full names of the attendees and a cell for the person of contact with the group ☺

My cell is 2028482171

The best place for visitors to arrive at the U.S. EPA via cab, uber, or on foot is at the Federal Triangle Station Metro Stop entrance on 12th Street in between Constitution and Pennsylvania Ave. Once arrived, please use the south Entrance near the metro stop escalators. A photo ID will be required to enter the building. I have also attached a PDF with helpful instructions

Ashley Brown
U.S. Environmental Protection Agency
Director of Scheduling – Office of Administrator

From: Rohall, Cameron (C. J.) <crohall@ford.com>
Sent: Monday, March 17, 2025 5:23 PM
To: Brown, Ashley <Brown.Ashley@epa.gov>
Cc: Carter, Jessica (J.) <jcart282@ford.com>
Subject: Re: On Behalf of Administrator Zeldin

 **Caution:** This email originated from outside EPA, please exercise additional caution when deciding whether to open attachments or click on provided links.

Perfect! We'll lock in for 1:30. Please let me know any details you need for arrival, security, etc.

We really appreciate your help in setting this up.

Best,
Cameron

From: Brown, Ashley <Brown.Ashley@epa.gov>
Sent: Monday, March 17, 2025 4:56 PM
To: Rohall, Cameron (C. J.) <crohall@ford.com>
Cc: Carter, Jessica (J.) <jcart282@ford.com>
Subject: Re: On Behalf of Administrator Zeldin

130p March 26 works for us !


Get [Outlook for iOS](#)

From: Brown, Ashley <Brown.Ashley@epa.gov>
Sent: Monday, March 17, 2025 4:55:28 PM
To: Rohall, Cameron (C. J.) <crohall@ford.com>
Cc: Carter, Jessica (J.) <jcart282@ford.com>
Subject: Re: On Behalf of Administrator Zeldin

Let me check!

Get [Outlook for iOS](#)

From: Rohall, Cameron (C. J.) <crohall@ford.com>
Sent: Monday, March 17, 2025 4:38:52 PM
To: Brown, Ashley <Brown.Ashley@epa.gov>
Cc: Carter, Jessica (J.) <jcart282@ford.com>
Subject: Re: On Behalf of Administrator Zeldin



Caution: This email originated from outside EPA, please exercise additional caution when deciding whether to open attachments or click on provided links.

Hi Ashley,

No worries at all! As things stand now, the afternoon is pretty wide open. He should be wrapping a meeting at DOT by 11:30, so I'd say 12:30pm or later would work on our end to give some time for travel/security.

Thanks!

Cameron

From: Brown, Ashley <Brown.Ashley@epa.gov>
Sent: Monday, March 17, 2025 4:24 PM
To: Rohall, Cameron (C. J.) <crohall@ford.com>
Subject: On Behalf of Administrator Zeldin

WARNING: This message originated outside of Ford Motor Company. Use caution when opening attachments, clicking links, or responding.

Hi Cameron!

Apologies for the delay. What times do you have available on March 26?

Ashley Brown

U.S. Environmental Protection Agency

Director of Scheduling – Office of Administrator

Message

From: Holycross, Bob (R.T.)
[rholycro@ford.com]
Sent: 3/27/2025 1:05:19 PM
To: McIntosh, Chad
[mcintosh.chad@epa.gov];
Voyles, Travis
[voyles.travis@epa.gov]
CC: Atkinson, Emily
[Atkinson.Emily@epa.gov]
Subject: RE: Re-Connecting with
Ford

Caution: This email originated from outside EPA, please exercise additional caution when deciding whether to open attachments or click on provided links.

Hi Chad,

Thank you! That is great to hear. I will certainly pass that on. We look forward to working with the EPA Team. Appreciate you making the connections for us.

Regards,

Bob Holycross (he/him/his)

VP, Chief Sustainability, Environment & Safety Officer
rholycro@ford.com

From: McIntosh, Chad <mcintosh.chad@epa.gov>
Sent: Thursday, March 27, 2025 7:02 AM
To: Holycross, Bob (R.T.) <rholycro@ford.com>; Voyles, Travis <voyles.travis@epa.gov>
Cc: Atkinson, Emily <Atkinson.Emily@epa.gov>
Subject: Re: Re-Connecting with Ford

Bob.
I was thrilled to shake hands with Bill Ford after his meeting with Administrator Zeldin. I am glad you were able to make that happen.
Although I am recused from Ford issues, you always have a friend here. Please give my highest regards to Mr. Ford and Mr. Croley.

Chad

Get [Outlook for iOS](#)

From: Holycross, Bob (R.T.) <rholycro@ford.com>
Sent: Monday, February 24, 2025 8:11 PM
To: McIntosh, Chad <mcintosh.chad@epa.gov>; Voyles, Travis <voyles.travis@epa.gov>
Cc: Atkinson, Emily <Atkinson.Emily@epa.gov>
Subject: RE: Re-Connecting with Ford

Caution: This email originated from outside EPA, please exercise additional caution when deciding whether to open attachments or click on provided links.

Fully Understood. Thank you, Chad. Appreciate the quick introduction to Mr. Voyles.

Mr. Voyles, it's a pleasure to "e-meet" you. We are looking forward to working with the new Administration. Chad and I exchanged the notes below. Our Chief Policy Officer and GC, Steven Croley will be in D.C. the rest of this week and we were hoping to set up an introductory meeting (perhaps Wednesday or Thursday). Please let us know if this is possible. We would be happy to work with your assistant to schedule as well. Thank you.

Regards,

Bob Holycross (he/him/his)

VP, Chief Sustainability, Environment & Safety Officer
rholycro@ford.com

From: McIntosh, Chad <mcintosh.chad@epa.gov>

Sent: Monday, February 24, 2025 7:42 PM

To: Holycross, Bob (R.T.) <rholycro@ford.com>; Voyles, Travis <voyles.travis@epa.gov>

Cc: Atkinson, Emily <Atkinson.Emily@epa.gov>

Subject: RE: Re-Connecting with Ford

Bob,

Let me introduce you to Travis Voyles, Assistant Deputy Administrator. He will be happy to talk to you and Mr. Croley. Our ethics attorneys have asked me to recuse myself regarding Ford issues.

All the Best,

Chad McIntosh
Acting Deputy Administrator
U.S. Environmental Protection Agency
1200 Pennsylvania Avenue, NW
3412 WJC-North | Mail Code 1102
Washington, DC 20004
Tel. No. (202) 787-0580
mcintosh.chad@epa.gov

From: McIntosh, Chad

Sent: Monday, February 24, 2025 2:39 PM

To: 'Holycross, Bob (R.T.)' <rholycro@ford.com>


Cc: Atkinson, Emily <Atkinson.Emily@epa.gov>

Subject: RE: Re-Connecting with Ford

Greetings Bob, It has been forever. Busy is the word, definitely still in the startup mode. I copied Emily Atkinson to schedule a time. I look forward to catching up.

Chad McIntosh
Acting Deputy Administrator
U.S. Environmental Protection Agency
1200 Pennsylvania Avenue, NW
3412 WJC-North | Mail Code 1102
Washington, DC 20004
Tel. No. (202) 787-0580
mcintosh.chad@epa.gov

From: Holycross, Bob (R.T.) <rholycro@ford.com>
Sent: Monday, February 24, 2025 9:55 AM
To: McIntosh, Chad <mcintosh.chad@epa.gov>
Subject: Re-Connecting with Ford

 **Caution:** This email originated from outside EPA, please exercise additional caution when deciding whether to open attachments or click on provided links.

Hi Chad,

It's been a long time! I hope that you are doing well. I was hoping that we could connect and catch up. Let me know if I can give you a call or please feel free to call me. My number is Ex. 6 Personal Privacy (PP) Bill Ford is scheduling a meeting in March with Administrator Zeldin and my colleague, Steve Croley (Ford's Chief Policy Officer), is going to be in D.C. this week. I wanted to see about connecting you with him as well, so was hoping you and I could talk today if possible. We are looking forward to working with the new Administration. I'm sure it's a busy time! Look forward to connecting. Thanks, Chad.

Regards,

Bob Holycross (he/him/his)

VP, Chief Sustainability, Environment & Safety Officer
rholycro@ford.com