

**Cc:** Kesten Green[Kesten.Green@unisa.edu.au]  
**To:** Armstrong, J Scott[armstrong@wharton.upenn.edu]  
**From:** Dravis, Samantha  
**Sent:** Fri 8/4/2017 1:58:29 PM  
**Subject:** Re: Suggestions on the RedTeam-Blue Team plan

I will pass your message on to Administrator Pruitt.

Regards,  
Samantha

Sent from my iPad

> On Aug 4, 2017, at 8:03 AM, Armstrong, J Scott <armstrong@wharton.upenn.edu> wrote:  
>  
> Hi Again, Samantha Dravis,  
>  
> Just checking. Can you confirm that you received this message?  
>  
> Thanks,  
>  
> Scott  
>  
> Dear Samantha Dravis,  
>  
> Kesten Green and I have been working on ideas for running Red Team-Blue Team exercises in the  
hope that you are able to pass our notes on to Scott Pruitt. Might you be able to do so?  
>  
> Thank you,  
>  
> J. Scott Armstrong, Professor  
> The Wharton School, JMHH 747  
> U. of Pennsylvania, Phila., PA 19104  
> Home Phone 610-622-6480  
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>  
> Dear Administrator Pruitt,  
>  
> Congratulations on the excellent changes that you have made at the EPA to date.  
>  
> My colleague Kesten Green and I applaud your plan to use a red-team process for reviewing  
regulations. We have been inspired by your plan to compile evidence-based suggestions on how best to  
implement a Red team-Blue team exercise for your consideration.  
>  
> Our brief report is attached. We hope that it will be of some use to you.  
>  
> Sincerely,  
>  
> J. Scott Armstrong, Professor  
> The Wharton School  
> U. of Pennsylvania, Phila., PA 19104  
> Home Phone 610-622-6480  
> Homepage<<https://marketing.wharton.upenn.edu/profile/jscott/>>

>  
> Kesten C. Green  
> University of South Australia  
> Adelaide, SA 5000, Australia  
>  
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>  
> <Red-team suggestions-R11.docx>