MOTORCADE SHOWDOWN

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MASTER OF MILITARY ART AND SCIENCE
Wargame Design

by

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Motorcade Showdown is a wargame modeling motorcade operations in order to teach the fundamentals of the protection and disruption of motorcade movements. In this game, players can experience motorcade operations from the perspective of both the protection cell and also the disruption cell. It exercises the players' ability to make accurate decisions to facilitate delivering the principal safely to the venue, and aids in learning the cause and effect relationship of planning routes incorrectly, failing to anticipate potential threats, and reacting inappropriately to obstacles or dangers. It enhances an individual's critical decision-making abilities concerning basic motorcade skills, and understanding of adversary operations, in order to prevent incorrect choices during the conduct of motorcade operations.

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The opinions and conclusions expressed herein are those of the student author and do not necessarily represent the views of the U.S. Army Command and General Staff College or any other governmental agency. (References to this study should include the foregoing statement.)

ABSTRACT

MOTORCADE SHOWDOWN, by William L. Miller, 90 pages.

Motorcade Showdown is a wargame modeling motorcade operations in order to teach the fundamentals of the protection and disruption of motorcade movements. In this game, players can experience motorcade operations from the perspective of both the protection cell and also the disruption cell. It exercises the players' ability to make accurate decisions to facilitate delivering the principal safely to the venue, and aids in learning the cause and effect relationship of planning routes incorrectly, failing to anticipate potential threats, and reacting inappropriately to obstacles or dangers. It enhances an individual's critical decision-making abilities concerning basic motorcade skills, and understanding of adversary operations, in order to prevent incorrect choices during the conduct of motorcade operations.

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I dedicate this thesis and wargame to my parents, especially in honor of my father's {Billy C. Miller} memory, who passed away unexpectedly on February 11, 2019. Both he and my mother Hideko "Jackie," have been my biggest fans, always encouraging me to continue my education, and supporting me in all my endeavors. The last time I spoke to my father, he said, "I love you, and I am so proud of you for being selected to attend the United States Army Command and General Staff College and earning your masters." Although my father will not be at my graduation physically, I know that he will be watching over me as I receive my master's diploma. Dad, I miss you, love you, and thank you for teaching me about honor and the importance of family.

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ACRONYMS

aka	also known as
DSS	Diplomatic Security Service
GAO	Government Accountability Office
US	United States

CHAPTER 1

INTRODUCTION

Addressing the planning cycle and taking note of significant attacks occurring in history helps to shape the importance of developing a wargame teaching individuals basic safety practices while traveling. Although there are several methods of transportation (air, rail, water, etc.) and training to address each mode, *Motorcade Showdown* emphasizes travel by vehicular conveyance, specifically motorcade operations. The purpose of the *Motorcade Showdown* wargame is to close the gap in training deficiencies and facilitate the player's knowledge of route planning and reactions related to real world scenarios.

Motorcade operations are an integral part to the transport of key personnel. Leaders around the world have relied on their protection details to ensure safe travel and passage to and from events. The protection of these distinguished leaders has been of the utmost importance. Whether it is for a critical leader engagement, foreign policy discussion, or national event, motorcade operations play a crucial role in the occurrence of that specific event.

Historically, there have been several instances where the disruption of motorcade operations caused the principal not to make their scheduled appearance. From basic disruptions to harassing attacks, and from attempted and to successful assassinations, there are a myriad of issues that can affect the safe transport of key leaders. Over the years, a trend has gradually increased where individuals are targets of international terrorism and criminal activity as they travel overseas. Hence, it is vital for everyone to understand the importance of learning safety techniques as a crucial factor in the

protection of not just country leaders, dignitaries, politicians, government, and military personnel, but also their family members while traveling overseas.

On close examination, practically every nation of the world has experienced either an attempted or successful assassination directed at its citizens serving domestically or abroad. The motivation for these assassinations can be the result of revolutionary, political, economic, ideological, psychological, and personal reasons.[1] Today, there are multiple threats facing those working both domestically or overseas, particularly if the individual is representing a country opposed to terrorism and works for either the government, law enforcement, or military. Would-be attackers understand that these employees and their family members are valuable targets, and a method of sending a strong warning message to the rest of the world is to attack these representatives.

A pattern has emerged with terrorists seeking to attack Americans and other Westerners wherever and whenever an opportunity arises. Terrorists seek out every opportunity to exploit weaknesses, looking for potential targets such as government officials and the official's dependents, particularly when these "targets" are not practicing good safety procedures in their daily routines. They look for patterns such as when these individuals are either traveling alone or in a group, such as a motorcade, along the same routes without variation to known locations to include their place of work or residence.

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[1] Captain Dean T. Olson, *Tactical Counterterrorism: The Law Enforcement Manual of Terrorism Prevention* (Springfield, IL: Charles C. Thomas Publisher, 2012). Captain Olson listed out several methods and weapons used by Terrorist organizations. Captain Olson has 30 years of law enforcement experience, authored numerous books, articles, professional journals on terrorism and law enforcement and holds several degrees.

The bad guy's mindset is to look for these patterns of travel, which is the key to their success, in order to exploit vulnerabilities.

Although the US Government trains their employees on ways to manage their personal safety and security, there have been reports showing a deficiency existing in the refresher training concerning overseas transportation security. Specifically, the United States Government Accountability Office (GAO), October 2016 analysis report of Diplomatic Security, *State Should Enhance Its Management of Transportation-Related Risks to Overseas U.S. Personnel*, covers these deficiencies in detail written to the Committee on Foreign Affairs, House of Representatives. Within the report it briefly covers what is currently being taught to the employees and their dependents and gives recommendations on how DS can improve continuous and onward training.[2]

With lectures, briefs, and classroom instruction, coupled with hands-on-driving courses, US personnel and family members are taught these valuable skills, but unfortunately refresher training is lacking. After working twenty-five years in public safety with over fifteen years with Diplomatic Security, the author has determined there are several considerations that degrade long term retention of security training:

1. Training does not last long because people forget.
2. Training is often tedious, and it is difficult to keep individuals focused.
3. Training does not always include enough hands-on-training; and the ability to retrain periodically in order to maintain the desired skillset can be problematic.

[2] US Government of Accountability Office (GAO), Diplomatic Security, GAO-16-615SU, *State Should Enhance Management of Transportation-Related Risks to Overseas U.S. Personnel* (Washington, DC: GAO, 2016).

4. Some of the tools required for training are unavailable and often there is not enough time, funding, or space to facilitate the proper training required for the individual to acquire an acceptable level of proficiency.

Motorcade Showdown was developed in order to close the gap of the training deficiencies mentioned above to manage and improve personal security. *Motorcade Showdown* is a wargame designed to resolve this deficiency and designed to aid with reinforcing the fundamental principles to government personnel and their dependents concerning safety techniques against potential threats through the basics of motorcade operations. The author's wargame exercises an individual's ability to make the right decisions to facilitate delivering the principal safely to a venue. The purpose of the wargame is to aid in the player's knowledge of the cause and effect relationship of comprehensively planning routes and succeeding within the wargame or failing by not anticipating potential threats by reacting inappropriately to obstacles or dangers.

By addressing key issues within the game, the author hopes that *Motorcade Showdown* is utilized as a training tool to assist with instilling the basic fundamentals of motor-vehicle operation safety techniques being taught to employees and their family members as they travel in motorcades, official vehicles, their privately-owned vehicle, or otherwise in transit outside the relative security of diplomatic work facilities or residences.[3] Although, "repetitive training proves itself important. A degree of experience can be achieved that is not otherwise available from another source. But

[3] GAO, Diplomatic Security, GAO-16-615SU.

combat, fear, danger, losses, the unexpected, and fatigue will still be missing."[4] This quote taken from Perter Perla's book, *The Art of Wargaming*, sums up some of the limitations to the design of *Motorcade Showdown*, especially in replicating some real-life situations and associated responses. Another limitation within the game design includes the sophistication of forming a multi-vehicle motorcade which is covered in chapter 4. Any elements of the game that could be expanded upon in future versions will be discussed in chapter 5. Finally, due to time constraints the author of *Motorcade Showdown* did not have the ability to work out all the problems associated with the design of the game. The author did make sure that all information within this report and the creation of *Motorcade Showdown* is derived from various open source publications and does not contain any sensitive or classified details.

This thesis is organized into five chapters. Chapter 1 introduces the fundamentals of motorcade operations and the purpose for the creation of *Motorcade Showdown*. Chapter 2 supplies a key literature review and the topic of wargaming. Chapter 3 provides the analyses to determine the key factors that *Motorcade Showdown* must model. Chapter 4 uses the identified elements and discusses the design aspects concerning the principles, incorporated facets, and summary of motorcade operations into the modeled game. Chapter 5 is the conclusion of the thesis and includes future design recommendations for game expansion. The Appendices are organized into three sections containing:

Appendix A: The rules and the list of items that are included in the game.

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[4] John Curry, ed., *Peter Perla's The Art of Wargaming* (Annapolis, MD: The United States Naval Institute, 2011), 7.

Appendix B: Printable game pieces and cards.

Appendix C: The game board.

In this chapter we discussed the purpose, history, problems with security, limitations, and the outline for the remainder of the thesis. In chapter 2 we will cover literature review covering relevant works related to this thesis and wargame development.

CHAPTER 2

LITERATURE REVIEW

Throughout the Master of Military Arts and Science Wargame Design Seminar Program, the author reviewed several books and multiple games relating to wargame design and determined no boardgames exist that address motorcade operations. Although no boardgame example existed, the books and games reviewed did contribute to the designer's better understanding of game rules, design, and mechanisms for the creation of *Motorcade Showdown*. This chapter covers some of the top designers of wargames and goes over a few games the author reviewed in support of his thesis and design of *Motorcade Showdown*. Other information is based on literature analyses derived from history and open sources from both the private and professional security sector on protective operations, specifically motorcade procedures written by experts in comparable fields. The collective resources, although addressed thoroughly in chapter 3 of this thesis, explores the terrorist attack cycle, the cause, and effects from both historical and current events. Specifically, from these examples taken from past and more recent attempted and successful killings, the designer was able to identify the key elements which contributed to the design of Motorcade Showdown.

Reviewing several works on wargame design, the designer of *Motorcade Showdown* was able to learn about the theory and history behind wargaming. The designer also gained knowledge about the required mechanics and functions combined with key simulating and modeling techniques that go into designing wargames. The books include Raph Koster's *Theory of Fun for Game Design*, Dr. Peter Perla's *The Art of Wargaming*, and Philip Sabin's *Simulating War Studying Conflict Through Simulation*

Games. Within the wargame profession, these three writers are the foremost subject matters experts in the field. Their books were very insightful concerning wargame theory, design, and history.

Raph Koster's book examines designing games to be fun. He takes an interesting approach using cartoon illustrations as he explains how the human mind works and what essential elements must be in the design of a game to makes it entertaining, challenging, competitive, and educational. Koster's definition of a good game is "one that teaches everything it has to offer before the player stops playing."[5] The six elements he states tend to be incorporated into a successful game are:

1. Preparation–which affects the odds of success by allowing a player to make choices before taking on a challenge;
2. A sense of space–reflects the gameboard or landscape of the gaming map;
3. A solid core mechanic–is described as a conundrum to solve or inherently thought-provoking rule set;
4. A range of challenges–content that brings slightly different parameters to the game;
5. A range of abilities required to solve the encounter–in other words having a choice from numerous capabilities with multiple scenarios;
6. Skill required in using the abilities–making wrong choices leads to failure.[6]

[5] Raph Koster, *A Theory of Fun for Game Design*, 2nd ed. (Sebastopol, CA: O'Reilly Media, 2014), 46.

[6] Ibid., 122.

Koster continues by asserting that for a game to have a learning experience three features should exist:

1. A variable feedback system–in other words, encounters should not be foreseeable.
2. The Mastery Problem must be dealt with–the game should not be so complicated that inept players do not benefit from the game, nor that expert players continue to get easy wins.
3. Failure must have a cost–causing the player to reevaluate and come up with another strategy the next time around.[7]

By understanding these elements and features for designing a game, the author was able to incorporate these concepts in the design of *Motorcade Showdown*.

Next, Dr. Peter Perla's book is an analysis of the history and fundamental principles of wargaming from the professional to the hobbyist. He uniquely does this, by first explaining the perspective of wargaming from its birth and how it evolved from a game of military chess to the "Representation of Tactical Maneuvers under the Guise of a Wargame"[8] called *Kriegsspiel*, and finally to the recreational wargaming of more modern times. *Kriegsspiel*, also referred to as the first wargaming system, was developed by the Prussian Army in the nineteenth century in order to teach their officers battlefield tactics and maneuvers of divisions and corps.[9]

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[7] Koster, *A Theory of Fun for Game Design*, 124.

[8] Curry, *Peter Perla's The Art of Wargaming*, 37.

[9] Ibid.

After *Kriegsspiel*, came a recreational wargame of the 1930s by the famous writer and historian Herbert George Wells, named *Little Wars*.[10] This literary work is a system of rules founded by Wells, and his colleagues during a festivity of boredom as they tried to amuse themselves. What started with adults entertaining themselves at a party, *Little Wars* soon developed into the first mass-production of a wargame. Wells later added an appendix to the original rules in order to appease his professional colleagues who urged him to add a military aspect to the game where the principles could be applied to the professional *Kriegsspiel* of the time. In other words, *Little Wars* is one of the original, entertaining wargames for adults whereby the recreation of battles from the past using miniature toy-soldiers, little lead horses, spring-loaded cannons, model houses, and miniature landscapes eventually blossomed into what is now considered an industry for both professional and hobbyist designing and playing wargames.[11]

Perla's history of wargaming provided the author with a clearer understanding of the relationship between the social and academic setting *vis-à-vis* the professional and hobbyist gaming world. Furthermore, Perla's book on the fundamental principles and techniques of the development of wargames was very insightful to the reader. For example, the following phases of game development were observed by the designer: First, play testing the game to validate that the data and scenario models the intent and learning objectives; Second, conducting a blind test of the game to make sure the game

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[10] Herbert George Wells, *Little Wars: A Game for Boys from Twelve Years of Age to One Hundred and Fifty and for that More Intelligent Sort of Girl who Likes Boy's Games and Books* (London, England: Arms and Armour Press, 1913).

[11] Curry, *Peter Perla's The Art of Wargaming*, 35-51.

and rules stand on their own; Third, rewrite the portion of the rules that are confusing or need clarification. By adhering to these development phases, the author was able to create, integrate, test, and verify the necessary mechanics that went into *Motorcade Showdown.*[12]

Finally, Philip Sabin's book on simulating war extensively covers the theory behind wargame development and how to design a wargame from beginning to end. Based on more than thirty years of experience in wargame design, Sabin stretches the mind of the reader with his methodical view into game theory and operational analysis. From Sabin's work, the designer of *Motorcade Showdown* learned the modeling techniques and the mechanics involved in the creation of maps, rules, and how to simulate conflict into the design of the wargame. Sabin accomplishes this by incorporating several illustrative simulations and wargames in the book with an extensive explanation of rules and design concepts.[13]

In reading Sabin's book, the designer of *Motorcade Showdown*, learned the important principle of research and how it must support the dynamic model of reality in the design of the wargame covering four principal areas. The summary of these four specific areas of research are as follows: First, the designer must understand the geographic environment, this entails researching all the natural and manmade features which can influence the course of the conflict; Second, the designer must assess the order of battle, knowing the number of opposing forces, equipment, and reinforcements aids in

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[12] Curry, *Peter Perla's The Art of Wargaming*, 208-220.

[13] Philip Sabin, *Simulating War: Studying Conflict Through Simulation Games*, 2nd. ed. (New York: Bloomsbury Academics, 2014).

determining the sequence of combat; Third, designers need to examine the generic capabilities, meaning the variables affecting the mobility, logistics, especially concerning the course and outcome of combat (battle); Fourth, the research must explore the decision environment, which describes the reality facing leaders in regards to intelligence, unforeseen circumstances (aka fog of war), and command and control elements. Using this research principle as a guide, the designer of *Motorcade Showdown*, was able to analyze his topic concerning overseas motorcade operations more closely and extract the necessary characteristics to support the dynamic model of authenticity into the design of his wargame.[14]

Although the three books mentioned above gave the designer of *Motorcade Showdown* a better appreciation and understanding of wargame design, it is the hands-on experience from playing and testing several different boardgames which solidified the designer's knowledge of the mechanics and functions that are essential in creating a wargame. Of the games reviewed, the most influential to the design of *Motorcade Showdown* include *Dominion, 1944 Race to the Rhine*, and the wargame *Friedrich*. Each game brought a different mechanic and concept to the development of the designer's wargaming, which will be expounded upon in the next few paragraphs.

In the game *Dominion*, by Donald X. Vaccarino and published by Rio Grande Games, up to four players race to construct the most prosperous kingdom by the collection of most valuable cards. In this deck-building game, players use cards to perform certain action like purchase additional resources, attack, or defend against other

[14] Sabin, *Simulating War*, 47-48.

players. The main mechanic that the designer of *Motorcade Showdown* took away from playing *Dominion* is how the players build their decks ad hoc by drawing as the game proceeds, rather than coming to the table with a pre-made deck. Also, two other concepts derived from *Dominion* concerns the ability for players to play cards effectively to give them an advantage in order to gain combat superiority, and afterward the cards become exhausted after use. In the design of *Motorcade Showdown*, these mechanics influence the ability of the Event and Action cards within the game.[15]

Next, is the strategic and competitive wargame by Jaro Andruszkiewicz and Walkde Gumienny called, *1944 Race to the Rhine*. This wargame is set during World War II with the player's main goal of being the first to cross the Rhine to bring about an early allied victory against Germany. The game enables three players to move the corps while negotiating obstacles and trying to secure the bridgehead through the same access corridors used by General Patton, Field Marshal Montgomery, and General Bradley. Players must also maintain logistical support throughout the area of operation as they strategically maneuver trucks filled with fuel, ammo, and food for the corps. In the game, players can either work independently or collaboratively as they move their corps and supplies across Europe. The overall concept of managing resources to achieve the greatest effect and the use of trucks as pawn pieces within *1944 Race to the Rhine* influenced the design of the motorcade vehicles and refueling mechanics in *Motorcade Showdown*.[16]

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[15] *Dominion* by Donald X. Vaccarino (Board game, Rio Grande Games, 2008).

[16] *1944: Race to the Rhine* by Jaro Andruszkiewicz and Waldek Gumienny (Board game, Phalanx, 2014).

Finally, *Friedrich,* a strategic wargame by Richard Sivél based on the Seven Years War where nations and their leaders consisting of Prussia with ruler Frederick the Great, Russia with Tsarina Elizabeth, Austria with Maria Theresa, and France with Madame de Pompadour are all competing for control of Europe. Players maneuver their generals from city to city on a topography map resembling the political situation of old Europe. The objective is for Frederick to retain the Prussian provinces, while the rival powers savagely seek out to conquer and control them. *Friedrich* has a concept of uniting a map board with a clever and decisive way of using cards to dictate fate as players tactically maneuver into a position to win the game. *Friedrich's* map features, design, and the use of cards, inspired the urban map design in *Motorcade Showdown* to include the designer's creation of roadways as lines, dots to mark positions, and the use of cards as a mechanism for aiding in the outcome of a battle.[17]

In the next chapter, the author will go over the threat operations cycle in the book *Security Operations: An Introduction to Planning and Conducting Private Security Details for High-Risk Areas*, by private security consultant Robert H. Deatherage Jr. The threat operations cycle will be followed by a few noteworthy attacks on motorcades, starting with historical case studies, and ending with more recent attacks. The historical examples will include Archduke Franz Ferdinand of Austria, Pope John II, and John F. Kennedy. More recent examples of attacks on motorcades, convoys, and personnel are from the US Department of State Bureau of Diplomatic Security Services (DSS) compiled catalogs of significant attacks against US diplomatic facilities and personnel

[17] *Friedrich* by Richard Sivél (Rio Grande Games, 2004).

abroad covering 2006 to 2016. The inspiration for creating *Motorcade Showdown* is based on these attacks, and an October 2016 report from the US GAO, *State Should Enhance Its Management of Transportation-Related Risks to Overseas U.S. Personnel*.

In this chapter, we discussed the literature review covering relevant works related to this thesis and wargame development. In chapter 3, the author will detail the threat operations cycle, historical and current examples of motorcade events, and the key elements extracted from these reports which are built into the design of *Motorcade Showdown*.

CHAPTER 3

RESEARCH WITH IMPORTANT KEY ELEMENTS AND FACTORS

In this chapter, we will discuss the foundational background in determining the key elements and factors of motorcade operations that are helpful in the design of the wargame. Chapter 3 has three different parts; the first part is a detailed discussion of Robert Deatherage's threat operations cycle from the aggressor's perspective. Roberts has ten points and five basic requirements that contribute to how bad guys target and attack motorcades. This perspective assisted the author in evaluating the historical motorcade attacks in the second part of this chapter which resulted in attempted to the successful assassination. These historical and more recent examples provide rich examples of how aggressors conduct attacks on motorcades. At the end of both the historical and current segment, the author summarizes the significant points that assist in identifying the key elements and factors. In the final part of this chapter, the author uses this new understanding of how attackers think to deconstruct the fundamental tactics and procedures used to conduct the attacks and uses these key elements and factors in the design of *Motorcade Showdown*, which will be covered in chapter 4.

Review of Robert H. Deatherage, Jr.

Out of various reviews, we will closely examine the common phases listed under the Threat Operations Cycle in the book, *Security Operations: An Introduction to Planning and Conducting Private Security Details for High-Risk Areas*, by Private Security Consultant Robert H. Deatherage, Jr. In his book, he carefully describes the ten distinct phases assailants go through to plan and conduct an attack. Understanding the

planning process and the equipment and resources needed to carry out the mission gives the protection detail or individual the basic knowledge to recognize a potential threat and how to plan to avoid or interrupt an attack. According to Deatherage, the Threat Operations Cycle has ten phases. Below is my summary of Deatherage's phases.

Threat Operations Cycle by Robert H. Deatherage, Jr

1. Identify the potential target: During this stage, the attacker is making a list of potential targets and looking for the highest most valuable and vulnerable target that meets their overall objective. The chosen target will be based on the attacker's capabilities and with the greatest probability of success.
2. Initial reconnaissance and surveillance: During this stage, the attacker is researching all potential targets to gather intelligence to identify routines, level of awareness, and security postures in-order-to determine which potential target is the most vulnerable. Surveillance is their primary collection tool and the time they are susceptible to being caught.
3. The target selection: After collecting as much intelligence as possible, the attackers will create a target list to compare and rank the potential targets. The rank of the potential targets is more than likely from easiest to hardest of the scale of the greatest probability of success. According to Deatherage, "THE TARGETED" is the individual chosen based "by their actions or inactions." In other words, the person whose security is weak and level awareness is low (aka Soft Target).
4. Closer more detailed reconnaissance and surveillance: After selecting the target, begin the in-depth intelligence collecting. During this stage, the

attacker's mission is to find weaknesses and patterns to exploit to determine how, what, when, and where the attack will occur. Again, due to the surveillance activity, the attacker is susceptible to being caught during this stage.

5. Plan the operation based on the intelligence: After gathering enough intelligence on who, how, what, when, and where, the attacker begins the operational planning stage. A detailed plan supporting their goals, consisting of the supplies, and personnel needed to carry out the mission is determined. During this stage, light surveillance will occur to verify the success of the mission without alerting the target, their security, or authorities.
6. Rehearsals of the attack and dry run: Once a plan is set, it is time to put the techniques and tactics into motion. If the attackers have enough resources and time, they will start doing "walk through" rehearsals of the attack. This usually occurs away from the attack site, but if they are brazen and good at blending into the environment, they may conduct the rehearsal around where the attack site will be to gain familiarity with the area.
7. Execute the operation according to plan: Sometimes called the actual "Attack." At this stage, all operational planning, decisions, and rehearsals are complete. The members of the attacking force will move into the position of the designated attack site. Also, note at this stage, the attackers are at their most vulnerable time of being detected as they set up. A member of the team may be assigned to verify (identify) the target (aka Target ID) just prior to the attack.

8. Escape the attack site after the execution of the plan: Once the attack is over most attacking forces (minus suicide attackers) will have an escape plan to depart the area undetected. They may do this by leaving just prior, or by blending into the environment upon the arrival of emergency and law enforcement personnel. It is a myth that most attackers are willing to die for a cause. Instead, they would rather exploit their acts.
9. Exploit the incident using all available forms of media: The majority of attacks have a motive behind them. The motive can be revolutionary, political, economic, ideological, psychological, or for personal reasons. Whatever the reason, the attackers will seek media and public forums to gain their support.
10. Conduct an after-action review of the operation: Once the attack is over, whether successful or not, an after-action review (aka AAR) summarizing what happened may take place. During this stage, the attackers discuss what worked well and what they need to improve upon for their next mission. By reviewing and learning from what happened (aka Lessons Learned) the attackers will become more organized, professional, and efficient at their trade, making it harder for law enforcement and security details to detect their unlawful activities.[18]

Deatherage also lists the basic requirements that all assailants need to be successful. The basic needs he listed are the following:

[18] Robert H. Deatherage Jr., *Security Operations: An Introduction to Planning and Conducting Private Security Details for High Risk Areas* (Santa Fe, NM: Turtle Press, 2008), 26-28.

- Intelligence, weapons, and equipment needed to conduct the attack.
- Ability to conduct the attack.
- Opportunity to conduct the attack.
- Access to the attack site.
- Ability to escape after the operation is complete.[19]

In summary, Deatherage's work is essential in understanding the mindset of aggressors attacking motorcades. By using these fundamental characteristics from Deatherage's work, the author was able to review the following historical and more recent examples in order to derive key elements, which that are in the design of *Motorcade Showdown*.

Assassination of Austrian Heir Archduke Franz Ferdinand

With seven great empires competing for Europe, the assassination of Austrian heir Archduke Franz Ferdinand and his wife Sophie on the streets of Sarajevo on June 28, 1914, was the spark that ignited World War I and led to decades of conflict. There are several theories regarding the political motivation for the assassination of the Archduke. One was to end Austria-Hungary's control of its South Slav province and unite it into what was going to be known as the country of Yugoslavia. Another was a plot orchestrated by officials in Austria-Hungary who wanted the archduke and his "morganatic" wife out of the picture to stop his potential reign.[20]

The significance of the assassination and how it relates to *Motorcade Showdown* is in the way the Archduke and his wife are killed. The assassination occurred as the

[19] Deatherage, *Security Operations,* 26.

[20] Greg King and Sue Woolmans, *The Assassination of the Archduke: Sarajevo 1914 and the Romance That Changed the World* (New York: St. Martin's Press, 2013).

Archduke and his wife were traveling in an open motorized vehicle in route to their next venue. Seven members of the Pan-Serbian Society called Black Hand; led by Colonel Dragutin Dimitrievich also known as Apis, and the chief of intelligence of the Serbian general staff, orchestrated the plan. Being in that position, Dimitrievich was able to use his position to gather knowledge into the locations and routes the Archduke was to travel.[21]

The team of assassins, armed with pistols, grenades, and bombs, saturated the route the Archduke was to travel. Due to large crowds and police presence along the route, several of the planned attacks were foiled. Before the successful attack on the archduke's vehicle, one assassin did throw a bomb which was deflected and landed under another vehicle and exploded. Although neither the Archduke nor his wife was harmed, an army officer who was in another vehicle that was part of the entourage sustained injuries.[22]

The Archduke and his wife made it safely to their first venue to meet the mayor at the town hall and where the Archduke gave a short address. After the event, the Archduke made an unexpected request of his driver that he wanted to visit the hospital where the wounded army officer, from the first attack, was taken for treatment. Traveling to the hospital meant the archduke's vehicle had to retrace its path.[23]

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[21] Carl Sifakis, *Encyclopedia of Assassinations*, rev. ed. (New York: Checkmark Books, 2001), 64-66.

[22] Ibid.

[23] Sifakis, *Encyclopedia of Assassinations*, 64-66.

As fate would have it, one of the assassins named Gavrilo Princip who heard the earlier explosion, had gone to a café to celebrate believing the bombing was a success. Unfortunately, the archduke's driver made a wrong turn and ended up driving past the café Princip had just left. To Princip's astonishment, the archduke was alive and well, so he immediately walked briskly toward the vehicle, drew his pistol, and shot, and killed the Archduke and his wife. The main lessons learned from this assassination is how the intel was gathered, route selection by the motorcade, fog of war, and the combination of weapons used to conduct the attack.[24]

Attempted Assassination of Pope John Paul II

Another example of why it is important to understand the concepts of *Motorcade Showdown* as it pertains to attacks on motorcades is the attempted assassination of Pope John Paul II, on May 13, 1981. On that day, as Pope Paul II was traveling in an open vehicle through the great piazza in front of St. Peter's Basilica, a twenty-three-year-old by the name of Mehmet Ali Agca stepped from the crowd, took out a pistol, and opened fire, hitting the pope twice. Apprehended at the scene and convicted of attempted murder, Agca spent his time incarcerated as the pope recovered from his injuries.[25]

The controversy surrounding the actual motive behind the attempted assassination of the pope has been argued by several theorists. The first theory was that Agca was an emotionally disturbed person who acted alone (a term we use today is Lone Wolf) and his

[24] Paul Garbutt, *Assassin! From Lincoln to Gandhi* (Runnymede, England: Ian Allan, 1992), 36-49.

[25] Ibid., 154-155.

motive was based on political and religious reasons. The second theory was based on political provocation by the Russian KGB ordering the Bulgarian state-security police to coax Agca to conduct the hit. It is still unclear today if Agca acted alone or if he was part of a larger organization. All said this is a notable example of an assassination attempt on a motorcade which supports the motives for creating a wargame based around motorcade operations, specifically the concept that although an attack can occur, there must be a chance for survival by the defender.[26]

Assassination of US 35th President John F. Kennedy

Finally, the third historical example of an attack on a motorcade that stunned the world is the assassination of US 35th President John F. Kennedy. On November 22, 1963, in Dallas, Texas, twenty-four-year-old Lee Harvey Oswald used a high-powered rifle and fatally shot Kennedy as his motorcade passed Oswald's sniper nest on the sixth floor of the Texas School Book Depository. As the open vehicle motorcade passed, Oswald fired two to three rounds which mortally wounded Kennedy and seriously injured Texas Governor John B. Connally.[27]

Oswald escaped the area and hid in a nearby movie house where authorities later apprehended him. Unfortunately, before his arrest, he took another victim, Dallas police officer J.D. Tippit, who had stopped him for questioning. Oswald never made it to trial, due to a Dallas nightclub operator, named Jack Ruby, shooting him outside of the Dallas police station prior to Oswald's transfer to the county jail. With Oswald dead, so was the

[26] Sifakis, *Encyclopedia of Assassinations*, 104-106.

[27] Garbutt, *Assassin! From Lincoln to Gandhi*, 104-121.

truth concerning his motivation for killing the president. Several movies and theory revolve around Kennedy's assassination.[28] Some say Oswald was a disturbed assassin working alone (aka Lone Wolf), while others say it was a large conspiracy that leads to communism, the Mafia, or political influences.[29] The lessons learned from this assassination is route selection by the motorcade and the use of a high-power firearm being used to conduct the killing.

Summary of the Lessons Learned from the three Assassinations

After reviewing the historical case studies mentioned above, a pattern develops regarding environmental settings, security vehicle configurations, routes, intelligence gathering, and attack methods. Furthermore, all three historical incidents listed previously have several characteristics in common besides being politically motivated. First the protectee was in an open and unarmored (aka soft-skin) vehicle; second, the adversary knew where and when to strike; third, there were elements of surreptitious activity surrounding the attacks, and fourth each attacker used a weapon to commit the assault, such as an explosive device or a firearm.

In summary, these examples show the key elements needed in order to conduct an attack: First, where to conduct the attack? In all three examples, it was in an urban area. Second, when to conduct the attack? In each example, the principals were most vulnerable while traveling in the motorcade. Third, how to gather intel to plan the precise

[28] Sifakis, *Encyclopedia of Assassinations*, 111-116.

[29] Gerald Posner, *Case Closed: Lee Harvey Oswald and the Assassination of JFK* (New York: Random House, 1993).

moment to conduct the attack? Prior to the attack, the assassins did their homework by conducting surveillance and observation of the area, and on their intended victims in order to obtain crucial information to plan. Fourth, unpredictable circumstances (aka fog of war) arose during some of the historical examples. During one of the assassination attempts, a bomb thrown by one of the assassins missed the intended target and injuring another, almost foiling the plan. And finally, what type of weapon? In each of the historical cases, the assailant(s) used a weapon of some sort, for example in one scenario an explosive device and firearm, while in another a high-powered rifle to conduct the attack. In each situation the key elements and factors needed in order to create a wargame that models basic motorcade operations are: a set of rules governing sequence of play, a map depicting the area with a roadway system, creating objectives, types of safe havens, vehicles representing a motorcade, ways to gather intel, actions and events in order to create unpredictable circumstances, and attack method to include the type of weapons to conduct an attack.

Like the three historical events mentioned above, next is a list of more recent significant attacks assembled by Diplomatic Security Service (DSS) covering a decade of attacks on US Government personnel starting from 2006 to 2016. From these examples, the author derived not only his motivation, but other key elements and factors used in the design and creation of *Motorcade Showdown*.

Current Examples of Attacks Against US Personnel Abroad

Out of the 284 cases listed in the DSS report of Significant Attacks Against US Diplomatic Facilities and Personnel from 2006 to 2016, sixty-two of these attacks were against US personnel as they transited in vehicles outside of embassy's, consulates, and

their residences at overseas posts. Calculating the percentage provides an approximate 22 percent probability of US personnel, to include their family members, of becoming a victim of an attack while traveling in a motor vehicle within a ten-year span. Although the number of cases fluctuates according to the year, there seems to be a focus of attacks on more easily accessible targets.[30]

Even though DSS made the most comprehensible list of significant attacks concerning US diplomatic facilities and personnel, *Motorcade Showdown* will only examine, and list cases related to motorcades, convoys, and those individuals driving either a US Government vehicle or their privately-owned vehicle. DSS made every effort to depict the names of locations accurately, but due to historical events some names of the geographic regions may have changed, and in other cases, the attacker's motivation could not be accurately determined. Below represents one event per year the author selected from the list by DSS of major attacks involving personnel in vehicles. Highlighted below are the essential elements from these attacks, which influenced the author's design of *Motorcade Showdown*:

> September 10, 2006–Baghdad, Iraq: Gunmen fired at a US Embassy motorcade. No one was injured, and the motorcade continued to its destination.
>
> March 19, 2007–Kabul, Afghanistan: A suicide bomber detonated his explosives-laden vehicle against a US Embassy vehicle, seriously injuring one American.
>
> August 26, 2008–Peshawar, Pakistan: Gunmen opened fire on a vehicle carrying the US Consulate General's principal officer to work. She and her driver escaped injury when the driver drove the vehicle in reverse, to the safety of the officer's residence nearby.

[30] GAO, Diplomatic Security, GAO-16-615SU.

November 18, 2009–Managua, Nicaragua: Protesters threw objects at the vehicle of a US Embassy family member but caused no injuries or damage.

5. January 26, 2010–Beijing, China: A motorist used his vehicle to block the movement of the US ambassador's car while returning to the US Embassy from an official off-site event. The harassment lasted for more than five minutes but caused no injuries or damage.

November 16, 2011–Manila, Philippines: Protesters attacked a motorcade transporting the US Secretary of State with paint, rocks, and kicks, causing slight damage to the vehicles but no injuries to US personnel.

September 3, 2012–Peshawar, Pakistan: A suicide bomber in an explosives-laden vehicle attacked a US Consulate General motorcade near the US Consulate General's housing complex, injuring two US officials, two locally employed staff drivers, a local police bodyguard, and several other policemen providing security for the motorcade.

April 6, 2013–Qalat City, Zabul Province, Afghanistan: A suicide-vehicle-borne improvised explosive device, and a separate improvised explosive device, targeted a provincial reconstruction team, killing a US Embassy officer, a US Department of Defense-contracted interpreter, and three US Military personnel. Eight members of the US Military were wounded in the blast, as were four Department of State personnel.

May 28, 2014–Herat, Afghanistan: Unidentified insurgents fired a rocket-propelled grenade at a three-vehicle US Consulate convoy as it traveled to the International Security Assistance Force's Camp Arena. The rocket penetrated the back and exited through the left side of one of the convoy vehicles, injuring two American security contractors. The convoy was able to continue to Camp Arena, where the victims received medical treatment.

December 9, 2015–Bangui, Central African Republic: An individual opened fire on a US Embassy two-vehicle motorcade transporting eight passengers to the airport. One round struck a passenger-side window, causing minor damage. The motorcade was able to escape the attack site and continue to the airport without further incident. No one was hurt in the attack.

February 6, 2016–Port Au Prince, Haiti: A group of armed men fired at a vehicle carrying five US Embassy personnel during a period of ongoing political unrest.

None of the passengers were injured, though the vehicle sustained minor damage.[31]

The inspiration for creating *Motorcade Showdown* is based on the attacks mentioned above and the October 2016 report from the US GAO, *State Should Enhance Its Management of Transportation-Related Risks to Overseas U.S. Personnel*. In this report, the GAO expressed that a weakness exists in refresher training of personnel, particularly when it relates to managing one's personal security while traveling outside the security of diplomatic work facilities and residences found overseas. In the October 2016 report, the GAO did a review of twenty-six facilities overseas regarding transportation and policies concerning travel notifications. Of the twenty-six facilities reviewed, twenty-two lacked clear guidance on what these policies should include. Another issue revealed in the report was that the one-time refresher security briefings were inadequate and unclear potentially putting staff at greater risk.[32]

Summary of the Current Attacks

Careful surveillance (observation) of their potential victim(s) is how the enemy learns of these vulnerabilities and exploits them. Unfortunately, some of the cases listed above, the individual(s) became a victim(s) due to not following security policies set by post, failing to review, or ignoring the threat travel advisory warnings, not practicing

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[31] US Department of State, Bureau of Diplomatic Security, "Significant Attacks Against U.S. Diplomatic Facilities and Personnel, 2007-2016 (Text Version)," November 2016, accessed December 29, 2018, https://www.state.gov/m/ds/rls/rpt/273453.htm.

[32] US Government of Accountability Office (GAO), *GAO-17-124*, *State Should Enhance Its Management of Transportation-Related Risks to Overseas U.S. Personnel* (Washington, DC: GAO, 2016), accessed September 22, 2018, https://www.gao.gov/products/GAO-17-124.

good personal security techniques, or becoming complacent within their surroundings.[33] These circumstances, combined with the GAO October 2016 report, is what motivated the author to create a game that aids in the enforcement of teaching and reminding personnel how to manage their personal security and also being situationally aware of their surroundings.

There is a common theme that develops when comparing the assassination attacks mentioned previously with the DSS 2006 to 2016 reports. Although there are numerous reports within the DSS summaries, the common themes include the following: the attacks were targeting US Government personnel and their family members. In addition, all the attacks happened in an urban area, with the primary attack were either directed towards an official vehicle, privately-owned vehicle, or in a motorcade, and most of the attacks were delivered by using a weapon. Although the author could re-list the key pieces that are needed in order to conduct an attack from the summary of the lessons learned earlier, he will concentrate on the key elements and factors derived from the research, which went into the wargame in the next section.

Deriving Key Elements and Factors

Considering Deatherage's explanation of the attacker's threat operations cycle, coupled with the past and most current examples of attacks mentioned above, the author determined; that there are key elements and factors which will be in the design of *Motorcade Showdown*. Each of these key elements, which include the number of players, scenario, rule set, and adjudication method, plus the following key factors: motorcade

[33] GAO, Diplomatic Security, GAO-16-615SU.

operations, objectives, unforeseen circumstance (aka fog of war), surveillance techniques, attack method, and security (protection) schemes and how they will be in the foundation of the design of *Motorcade Showdown* will be thoroughly explained within chapter 4.

Before moving on to the next chapter, the author, in his own words, will define these key elements and factors, so the reader has a better understanding of each that went into the design of the game.

Key Elements:

1. Number of Players: determining how many participants and what their role will be in the game.
2. Scenario: what is the overall context or theme behind the game to include map topography.
3. Rule set: the instructions governing the sequence of play.
4. Adjudication Method: how will decisions and challenges be determined?

Key Factors:

1. Motorcade Operations: includes vehicle configuration, planning movements, and route selection.
2. Objectives: key areas and locations that must be met to accomplish the mission.
3. Unforeseen Circumstances: unknown situations that can cause change or disruption.
4. Surveillance Techniques: observation methods to gain intel or an advantage.
5. Attack Method: type of equipment (weapons) and ways to determine combat.
6. Security (protection) Schemes: ways to guard or defend from a potential or actual attack.

In this chapter, we discussed the threat operations cycle, historical motorcade assassinations, and most recent motorcade attacks against US personnel overseas, and how these examples encouraged the designer's creation of *Motorcade Showdown*. In addition, the analysis covering the GAO October 2016 report, combined with the earlier works mentioned, aided in the designer's choice of what key elements and factors that went into the framework of the design of the wargame. In chapter 4, the author will explain how these key elements and factors will be operationalized in the wargame design of *Motorcade Showdown.*

CHAPTER 4

MOTORCADE SHOWDOWN DESIGN

In this chapter, the author will discuss the key aspects that went into the design of *Motorcade Showdown*. From the research, the author was able to deconstruct the fundamental tactics and procedures utilized to target embassy personnel in different scenarios in multiple countries. The game accomplishes modeling different possible attack situations and allows participants to learn techniques to counter these threats. Holistically this includes the key fundamental elements and factors that the author determined in chapter 3 are "a must include" in the design of *Motorcade Showdown*. This nesting assures a realistic conceptual link of the literature to the actual design and execution of the game. The rest of this chapter will discuss the key elements and factors that are operationalized within the design of the game.

Motorcade Showdown is a novel approach to a wargame applied through the lens of motorcade operations within the realm of protection and disruption of motorcade movements. In this unique game, a player can perceive motorcade operations from both the perspective of the protection cell, but also the disruption cell. Players will not only gain a basic understanding of motorcade operations but also gain an appreciation for the complexity behind these types of operations. Additionally, players will have the ability to delve into the mindset and thought process behind the actual disruptor cell. By seeing the two opposing methods at work, players who operate as both cells will be able to visualize and understand motorcade operations more comprehensively in order to gain security awareness. The rest of this chapter will focus on the four key elements and six key factors that are within the game.

Four Key Elements of the Game

The first key element is the scenario which envisions a city away from the United States in a large metropolitan area. The scenario is outside the United States because most of the attacks occur overseas in large cities where US personnel and family members work and reside. The designer created a map depicting a city with buildings, roads, and traffic control measures that are common to large cities worldwide. An urban map was created by the designer as the official game board because it gives the best depiction of where attacks on motorcades have been prevalent throughout the historical examples, and the DSS 2006 to 2016 report.

The second key element is the number of players. There are only two players, each of whom control both the motorcade and the attack method. This forces each player to visualize the perspective from both the attacker and defender role. This results in increased awareness and comprehension that players can apply in a real-life situation.

The third key element is the adjudication method, which resolves conflicts in the game. D6 dice are used to recreate the uncertainty of the engagements between opposing-party motorcade operations in an international metropolitan setting. The chance associated with the dice roll approximates the risk associated with executing or being a victim in an actual attack.

The final key element is the rule set, which governs the sequence of play throughout the game. The rules inform players on how to setup and begin the game. Additionally, the rules explain how to win and terminate the game. The complete rule set is located in Appendix A. Within the next sections the author will discuss the six key factors that are operationalized in the design.

Six Key Factors of the Game

The first key factor is the objectives. The goal is for each player to maneuver around the board and reach their specific destinations before the other player can stop them from completing all their objectives. The objectives are four explicit places on the map board, which are dealt (represented by cards) to each player at the beginning of the game. The objectives represent the most common characteristic found in most capital cities around the world.

The second key factor covers motorcade operations; that includes motorcade configuration, planning movements, and route selection. There are several types of motorcade configurations starting from one vehicle motorcades, also sometimes called Low Profile or Low Key, to multi-vehicle motorcades, also known as High Profile or High Pro. Because of time constraints, limitations, and sophistication of forming a multi-vehicle motorcade, *Motorcade Showdown* will only focus on two vehicle motorcades. Within the game, each player will control a limousine (limo), follow vehicle, and an attack vehicle. These game pieces intend to replicate actual vehicles in a friendly motorcade formation or separate attack vehicles in an international environment.

Unforeseen circumstance is the next key factor. With every well-planned course of action, there is always something that is unpredictable that can go wrong. Some may call it the "fog of war," but not knowing what to do, or even worse not expecting anything to happen. When it does, not being prepared can produce drastic or lasting consequences. In this game mechanical breakdowns, detours, accidents, and protests can and will occur. Planning for these incidents when they happen and having alternate routes is important. Each time a player lands on a purple dot on the game board, they obtain an

Event or Action card which they can use to impose unforeseen obstacles and challenges on the other player.

Surveillance technique is the next key factor modeled in this game. In real life, adversaries obtain information from multiple methods. They do this from open sources and through observations of their opponent's daily activities. Within the game, players replicate certain aspects of conducting surveillance through pure observation or playing some of the Event and Action cards mentioned earlier. For example, if a player selects an Event or Action card, that is intelligence related, the other player must reveal one of their future locations on request by the other player. These intelligence injects force players to learn and adapt their play accordingly which enhances their ability to recognize threats in real situations.

The attack method is another key factor. The factor represents the player's ability to attack an opposing player's motorcade. In a real-world situation, the attacking vehicle denotes a terrorist attack on a motorcade. The attack vehicle is how players conduct an attack. The player's ability to stop a motorcade is executed using Equipment cards. Players obtain cards by sending their attack vehicle to the warehouse. Each Equipment card is a particular weapon that gives an attacker additional points to modify the results of the dice roll, which will determine the outcome of the attack.

The final key factor is security and protection schemes. A security element that protects the main vehicle can be an advantage. Most adversaries prefer to attack vulnerable and easy targets, because of success and survivability when conducting an attack. Protection details normally have a follow vehicle with armed security teams, which accompanies the limo. This makes it more challenging for an adversary to attack

and increases the risk for failure. The number of vehicles in the motorcade represents the level of security in the game. The defending player has an advantage if more than one vehicle, especially the follow vehicle, is traveling with the limo. To emphasize the importance of this, an additional three points are added to the dice roll of the defender when the follow vehicle is with the limo. This also instills best practices of keeping the follow vehicle within close proximity of the limo to respond to an attack, as in a real-life circumstance.

An additional security and protection scheme involve players learning to vary routes and ensure close proximity to safe havens. Hospitals, police, and fire stations represent safe havens in the game. The learning point here is that motorcades and individuals traveling alone must understand the importance of varying routes and knowing where safe havens are located. In the game, players can freely choose their routes, which may help or hurt them in accomplishing their overall objectives.

There are several dynamics and mechanics to the game that impart important significant lessons to personnel and their family members as they travel in major cities around the world. In this chapter, we discussed key elements and factors that went into the design and how they are modeled in the game. In chapter 5 the author will conclude the thesis and offer future recommendations.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The purpose, study, and subsequent design of *Motorcade Showdown* is to answer the question, can a wargame be designed to help close the gap in training deficiencies and facilitate a player's knowledge of route planning and reactions related to real-world scenarios? Within the game, the author to emphasis and reiterate the importance of employing best personal security practices for employees and their immediate family members while transiting urban environment in vehicles. In chapter 1 the author discussed the purpose, history, security issues, limitations, and the outline for the remainder of the thesis. In chapter 2 the author covered the literature review of relevant works related to this thesis and wargame development. In chapter 3, the author described the threat operations cycle and discussed historical and current examples of attacks on motorcades. In chapter 4, the author explained how the key elements and factors derived from chapter 3 are operationalized in the wargame design. This closing chapter will present the author's future recommendations and final thoughts on the knowledge and experience gained from developing and designing *Motorcade Showdown*.

Future Recommendations

Motorcade Showdown is an original game about motorcade operations that teaches safety techniques to employees and their family members at the basic unclassified level. One area of future research, given the right development and authorization, could facilitate the design of game that targets professional personnel conducting protection

operations. As a training tool, besides the advantage of heightening security awareness, it can be used when there are limited means to conduct hands-on training, especially with limited availability of real motorcade. The author also recommends future research that tailors this game as a tool for training US Government personnel and their family members before they are deployed overseas. As part of the training curriculum, the game should be played prior to any formal training in order to capitalize on the learning aspects and concepts. Finally, future designs should include more than two players, multiple urban city maps, and a modification of the Action and Event cards to tailor the scenarios and create other situations. *Motorcade Showdown* has the design potential to train US Government official, families, and non-government civilians on best practices while traveling in vehicles in cities around the world.

Final Thoughts

The author's intention for developing *Motorcade Showdown* is to aid employees and their immediate family members in improving management of their security and situational awareness. From the research, the author was able to deconstruct the fundamental tactics and procedures involved in an attack with the combined efforts of motorcade operations techniques to prevent such attacks. The author took the results from the research and outlined the key elements and factors that were then built into the wargame design. This game includes certain items that the author believes are important to motorcade operations. From choosing proper routes to making accurate decisions that facilitate getting the principal safely to the venue, this wargame aids in understanding the cause and effect relationships associated with improper planning, failure to anticipate potential threats, and reacting inappropriately to obstacles or dangers. If one does not

practice or think about these techniques, which have been modeled in this game, they can develop complacency and become a potential victim of circumstances.

GLOSSARY

Criminal Threat. In any country this type of threat is always present, and includes organized crime, street thugs, drug cartels, and gang violence. Usually the higher the country's poverty rate is the higher the crime rate and the bolder the perpetrators are.[34]

Detail Leader. Is responsible for all aspects of the Mission. Sometimes called the Agent in Charge (AIC), he/she is the first primary leader of the detail and is in overall charge of the detail, including the mission planning and assignments of duties and responsibilities for the detail. The detail leader's demeanor will set the tone for the entire detail and mission.[35]

Detail Personnel. Assist driver in driving defensively by conducting counter surveillance during movement and looking for attack site indicators and pre-attach indicators from personnel and vehicles along the route of movement.[36]

Follow Car. A security vehicle driven directly behind the main body. This vehicle is responsible for protecting the main body from the rear and the flanks.[37]

High Visibility or Overt Profile. The high visibility profile achieves one aim of security by being obvious. It is there and displaying its capabilities. This is a visible deterrent to any threat surveillance because it raises the security of the detail and client by displaying a highly determined and aggressive capability to meet any threat.[38]

Hostile Nation. Any country where the client or client's company is not welcomed by local nationals, or a country that is having problems maintaining internal security due to strife, regardless of the reasons, creating an unstable security environment.[39]

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[34] Deatherage, *Security Operations*, 23.

[35] Ibid., 19.

[36] Ibid., 22.

[37] Ibid.

[38] Ibid., 139.

[39] Ibid., 23.

Low Profile or Covert Profile. The low visibility profile is used when you do not want the threat to know your capabilities. If they do not know about it, they cannot plan for it.[40]

Main Body/Limo. The vehicle in which the client or client's rides. It is driven by a person who is thoroughly familiar with the entire geographical area and is trained in defensive driving techniques. There may be more than one in a convoy or motorcade.[41]

Motorcade/Convoy. A formally organized group of motor vehicles traveling along a specified route in a controlled manner.[42]

Safe Room/Safe Haven. Should be constructed in any building where the client or clients spend a lot of time. The safe room will have fortified walls, doors, and windows. It will have secondary means of communication, a supply of food and water, medical supplies, weapons and body armor, and fire extinguishers. This room is a place that the client can go to or be taken to by security if there is an incident at that location. They will stay in the room until a known element comes to evacuate them.[43]

Security or Protective Detail. A group of individuals assigned to protect the client. It will include movement by vehicle, public transportation, and foot operations.[44]

Terrorism. The use of force or the threat of force by individuals or organizations to achieve their political or ideological aim.[45]

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[40] Deatherage, *Security Operations*, 140.

[41] Ibid., 99.

[42] Ibid.

[43] Ibid., 153.

[44] Ibid., 21.

[45] Ibid., 23.

APPENDIX A

MOTORCADE SHOWDOWN RULES AND GAME PIECES

Motorcade Showdown Rules

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1. Introduction to the Rules

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1. Introduction to the Rules

1.1. ***A Quick Description of Play***–Have you ever wanted to run a motorcade? Better yet, have you ever wanted to attack a motorcade? This game will not only let you do just that, but it will also teach you the fundamentals of conducting motorcade movements. *Motorcade Showdown* is a game using the concepts of motorcade operations to teach safety techniques which can protect you during your daily commutes. In this game, players lead a motorcade, and at the same time plan and conduct an attack against the other player's motorcade. As the players move around the board, they will have to make critical decisions to get their Limo to multiple venues and back to the residence safely. At the same time, both players will be trying to stop the other from succeeding by attacking their motorcade. Let's roll the dice and begin the fun of *Motorcade Showdown*.

1.2. ***Objective***–The object of the game is for one player to complete all four objectives before their opponent. This can be accomplished by either delivering their client, who is riding in the Limo, to and from the residence and four objectives, or by successfully stopping their opponent altogether by destroying their adversary's Limo.

1.3. ***Components***–The game contents include an operational level map representing a typical urban area. The game contains: sixty-four cards (see below for different types), two game tracker sheets (1x blue & 1x green), six plastic vehicles (3x blue & 3x green), six wooden red hearts, two plastic houses (1x blue & 1x green), six D4 yellow triangle dice representing road barriers, six D12 fuel-countdown dice (3x blue & 3x green), and two D6 dice (1x blue & 1x green) used to resolve various game mechanics.

1.4. ***Map Features***–The map is a representation of a typical urban environment with roadways, buildings, trees, etc. Each dot is one movement space on the board, and colored dots (green, blue, red, yellow, grey, & purple) represent particular features on the map.

a. The following locations are special and marked by colored dots consisting of 589 dots represented below:

   i. 2x Start Positions/Residences=4 **green dots**

   ii. 8x Safe Havens (Police, Fire, & Hospitals)=12 **blue dots**

   iii. 7x Gas Stations=13 **red dots**

   iv. 10x Objectives=15 **green dots**

   v. 7x Unexpected Event location=9 **yellow dots**

   vi. 2x Warehouses=4 **grey dots**

   vii. 46x Event or Action=**Purple dots**

   viii. 486x=White dots

b. 64 cards consisting of the following:

   i. 2x Start Position/Representation of Residence

   ii. 10x Objective cards

   iii. 4x Unexpected Event Location cards

   iv. 13x Equipment cards

   v. 35x Event or Action cards

c. 65x Traffic lights

2. Rules of the Game

2.1.1. ***Setting up the Game***–Place the map, and the blue and green game tracker sheets on a flat surface.

2.1.2. Place the wooden hearts on the heart symbols on both the blue and green game tracker sheets.

2.1.3. Place the matching color house marker, representing returning to the residence on both game tracker sheets.

2.1.4. Place three D12 fuel-countdown dice on the fuel count space located on the game tracker sheets for the Limo, Follow, and Attack vehicle, starting with the "F" (Full) on the top of the die and "E" (Empty) on the bottom.

2.1.5. Place the D4 yellow triangle dice representing road barriers anywhere next to the map.

2.1.6. Separately shuffle all cards (Event or Action cards, Objective cards, Equipment cards, & Unexpected Event Location cards) keeping them within their groups.

- *a.* Place the Event or Action cards, Equipment cards, and Unexpected Location cards face down anywhere next to the map.
- *b.* After shuffling Objective cards, separately deal four Objective cards face down to each player. Do not show these to the other player.
    - *i.* Take the remaining Objective cards, keeping them face down, and place them anywhere next to the map.

2.2.1. ***Sequence of Play***–This two-person game begins with each player rolling their color-coordinated D6 die to determine the sequence of play.

a. The player with the highest number has the first turn.

i. If there is a tie, roll the D6 dice again until there is a winner.

2.2.2. Players will begin by looking at the Objective cards that they were dealt and decide which sequence (1-4) their motorcade movement will travel. The first Objective card will be placed face down on the game tracker sheet in front of them, and so on until every Objective card (1-4) is lying face down in the desired sequence on the game tracker sheet. The player chooses the order of placing the cards.

a. Remember, the four Objective cards are face down on the game tracker sheet in front of the player, so not to reveal that order to the other player.

b. Once a player successfully completes an Objective, that Objective card is then placed face up.

2.2.3. The game starts with both player's motorcade: Limo, Follow, and Attack vehicles are in their starting positions (green dots) at their respective residences, located at two far corners of the map.

2.3.1. ***Action Phases***–Each turn is broken down into phases where a player must decide what action they want to do. The phases are: Decision Phase, Movement Phase, Attack Phase, and Drawing Phase.

2.3.2. In the Decision Phase, players will decide and if they want to present an Event or Action Card before moving their vehicles (refer to 2.4.1 Decision Phase for further).

2.3.3. During the Movement Phase, players will decide which direction they want to travel and move all three vehicles (refer to 2.5.1 Movement Phase for specific movements).

2.3.4. After movement, the Attack Phase begins with the player whose turn it is declaring their intent to attack or not. This must be announced and completed prior to the Drawing Phase (refer to 2.6.1 Attack Phase for specific details).

2.4.1. ***Decision Phase***–Begins the players turn. During the Decision Phase and prior to moving any vehicles, the player whose turn it is will decide if they are going to use/present an Event or Action card (refer to 2.7.1 Drawing Phase for specific details of obtaining cards).

a. If the player decides to use/present an Event or Action card they will reveal the card to the other player.

b. Once revealed, the card will be in play according to the instructions on the card.

2.5.1. ***Movement Phase***–Players control three identical vehicles with numbers (1, 2, & 3) located on the bottom to prevent revealing which vehicle is the Limo, Follow, and Attack vehicle from the other player.

a. Vehicles are assigned numbers as: Limo #1, Follow #2, and Attack #3.

i. Note: Players are not allowed to change the numbers assigned to the vehicles.

2.5.2. The Limo is the only vehicle that must go to every Objective and must return to the residence, once, after completing one of the first three Objectives; and must return again after completing the fourth Objective in order to win the game.

a. Note: If a player receives another task due to an Event or Action card, for example “unscheduled stop,” the Limo must accomplish that new mission

unless the player presents a card during their decision phase that cancels the assigned task.

2.5.3. Throughout the game, each player can choose to move any combination of their vehicles together or separately in a group as a two or three-vehicle motorcade, or to move them all separately as single vehicle movements.

a. Players must move from 1 to 10 dots per vehicle, per turn, in any direction. However, vehicles are only allowed to move up to 8 dots per vehicle if any dot in their path has a traffic light. Vehicles cannot enter a 9th dot if it contains a traffic light.

b. Each dot on the map represents one space count for movement and for weapons.

c. Vehicles are considered traveling together if they occupy the same dot.

2.5.4. Every turn, the player loses one fuel point per vehicle, whether they are able to move or not. Players must remember to subtract one fuel point on the D12 fuel-counter die for each vehicle.

a. To refuel a vehicle, it must end it's turn on a red gas dot at one of the refueling stations that are located on the board.

i. Landing on a red gas dot refuels the vehicle occupying the dot to Full "F" status, no matter the number displayed on the D12 fuel-counter.

b. If a vehicle runs out of fuel, another vehicle may end the turn with the said vehicle on the same dot and transfer gas by splitting the fuel points between vehicles.

i. Note: Players will want to have enough fuel points in order not to have both vehicles stranded.

ii. If any vehicle runs out of fuel it does not move from the dot it occupies, nor does the player gain any additional cards for occupying that space.

2.6.1. ***Attack Phase***–Declaring an ATTACK: In order to attack, a player must attack before drawing any new cards (refer to 2.7.1 Drawing Phase).

a. Players can only attack with the Attack vehicle.

b. Players are only allowed one attack per turn and can launch attacks against any vehicle within range.

c. In addition, the attacking vehicle must be within range according to Equipment card of the target.

i. Note: "In range" is either the same dot as the target, or further if an Equipment card allows a ranged attack.

d. Player who is attacking must show their opponent the number on the bottom of the Attack vehicle, and the Equipment card supporting the attack.

e. If a player has its Attack vehicle traveling with the Follow vehicle as a two-vehicle motorcade decoy, occupying the same dot, and the player decides to attack their opponent's vehicle as a two-vehicle combination, the attacker does not gain extra points towards the die roll from the Follow vehicle, nor does the Follow vehicle gain points from the Attack vehicle when defending (refer to 2.6.5 to the only exception concerning the three-vehicle motorcade).

ii. Note: If a player's Attack vehicle is traveling with its other vehicles (Follow, Limo, or both) and uses the Improvised Explosive Device (IED) Equipment card, both the Attack vehicle and the vehicles traveling with it will all be destroyed no matter if the player wins or loses the die roll.

2.6.2. The target's location on the board and any Equipment, Event, and/or Action cards can either give an advantage (+) points or disadvantage (-) points on the die roll to the player that uses them.

a. Each player rolls a D6 die and adds or subtracts from their roll the total advantage and disadvantage points that apply to them.

b. The player with the highest modified roll wins.

c. All ties will be determined by players rolling the D6 die until there is a winner.

i. Note: No other points including advantage and disadvantage points from the location, Equipment, Event, and/or Action cards will be added to the roll after the first attack.

2.6.3. Every time the Attack vehicle loses, the Attack vehicle must restart from the residence at the starting point.

a. Note: Whenever a player attacks and uses the Improvised Explosive Device (IED) Equipment card to conduct an attack as a two-vehicle (Attack and Follow vehicle) combination, they must restart both their vehicles from the residence at the starting point, no matter if the they win or lose the dice roll.

2.6.4. The Follow vehicle always has+3 on a roll as a defender when it is attacked.

a. Whenever the Follow vehicle is attacked and loses, it must restart from the residence, and in addition, loses one wooden heart symbol from the three total lives that the player started with.

i. Note: If the Follow vehicle loses all three lives, the Follow vehicle is out for the remainder of the game.

b. Each time a player's Follow vehicle is traveling with the Limo, it automatically gives+3to the number of points in defense of the Limo in the motorcade.

i. Note: The Follow vehicle is considered traveling with the Limo when it is either occupying the same dot as, or one dot in-between the adversary's Attack vehicle and the Limo, especially during an attacker using an Equipment card with a ranged attack.

ii. Note: If the Attack vehicle wins the dice roll, the Follow vehicle is automatically destroyed, but the Limo continues from the occupied dot and the Follow must restart at the residence and one life (wooden heart) is removed.

2.6.5. If the player's Attack vehicle is traveling with the Limo and Follow for a three-vehicle motorcade, the player may add the points of one Equipment card from the Attack vehicle's Equipment card inventory.

i. Note: The only card not allowed as a defense of the three-vehicle motorcade is the Improvised Explosive Device (IED) Equipment card.

ii. Note: The Attack vehicle is not allowed to give additional points to any other vehicle (Limo or Follow) when traveling in one or two-vehicle motorcades, or when occupying the same dot or adjacent dot other than being in a three-vehicle motorcade.

2.6.6. If the Limo vehicle is ever destroyed, the players whose Limo was destroyed automatically loses the game.

2.6.7. Players can only use one Equipment card with their Attack vehicle per turn.

a. Keep in mind that some Equipment cards will allow the use of a weapon a second time during the players next turn (designated space for Equipment card use is on game tracker sheets) before it is returned to the Equipment pile.

2.6.8. At the end of the Attack Phase and prior to completing their turn, players will draw cards according to the dots they landed on (refer to 2.7.1 Drawing Phase for further details).

2.7.1. ***Drawing Phase***–The game has Equipment cards and Event or Action cards which can either help their situation and/or make their opponent situation worse.

2.7.2. Players are only allowed to draw new cards according to the colored dot they landed on after all other phases (Decision Phase, Movement Phase, and Attack Phase) have been completed.

2.7.3. Players gain Equipment cards by going to either warehouse grey dots located at opposite corners of the board.

a. Equipment cards can only be obtained during the Drawing Phase, and the player must reveal the Attack vehicle when obtaining an Equipment card by showing the vehicle's number.

i. Note: Although any vehicle can go to the warehouse, only the Attack vehicle is allowed to obtain Equipment cards.

2.7.4. Players gain Event or Action cards by landing on a purple dot.

a. Each time a player lands on a purple dot, they receive one Event or Action card per purple dot they land on.

i. For example, if the Limo, Follow, and Attack vehicle each land on a separate purple spot the player receives three (3x) Event or Action cards.

ii. Note: If any of the vehicles land on the same dot together, as a two to three-vehicle motorcade, the player only receives one Event or Action card per dot no matter the number of vehicles on that particular dot.

2.7.5. All Equipment cards are recycled by returning the card to the bottom of the deck after final use according to the instructions written on the card.

2.7.6. All Action or Event cards are placed in a discard pile after final use according to the instructions written on the card.

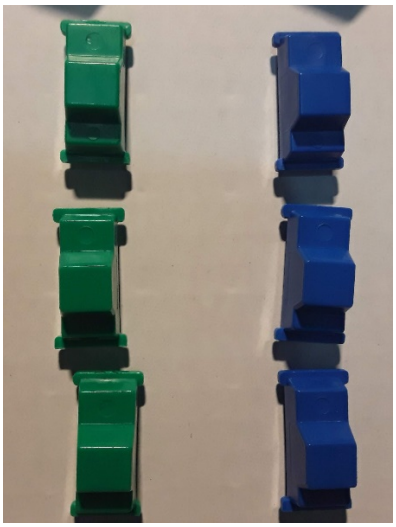
2.8.1. ***Yellow Barriers*****–**Both players need to remember to countdown any placed D4 yellow triangle dice representing road barriers and remove them once the barriers have counted down to zero or if they draw an Event or Action card that allows them to remove any triangle barriers of their choice.

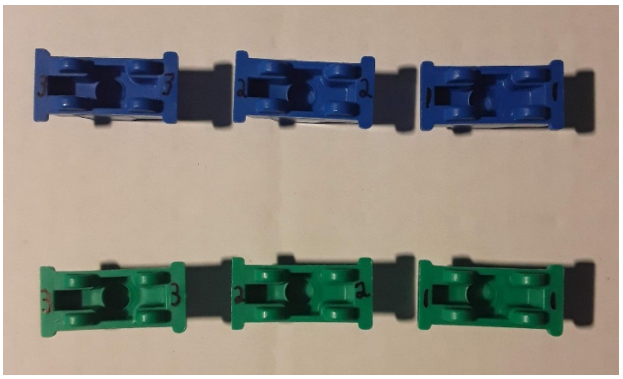
2.9.1. ***Victory Conditions*****–**When a player has finished their phases, their turn is complete, and the next player's turn begins.

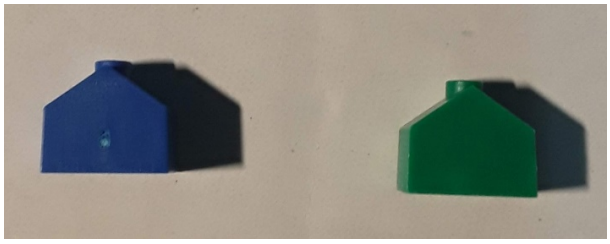
2.9.2. The game is over with the first player completing all four Objectives per instructions above, or when a player's Limo is destroyed.

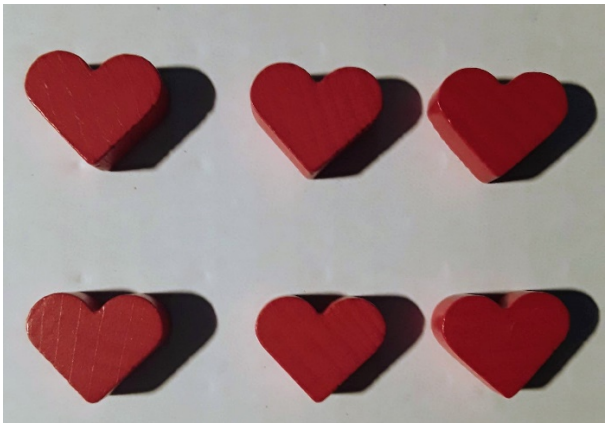
APPENDIX B

MOTORCADE SHOWDOWN GAME PIECES AND CARDS









F
11
E
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11
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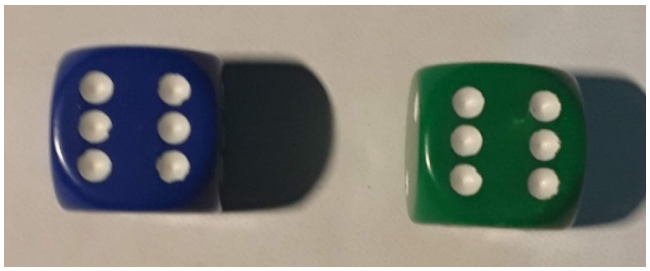
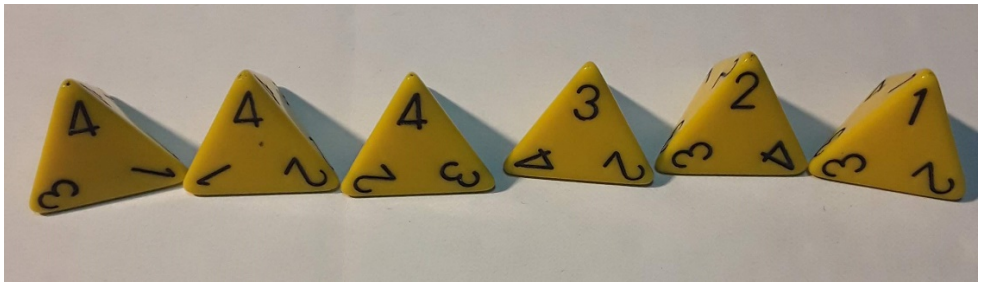
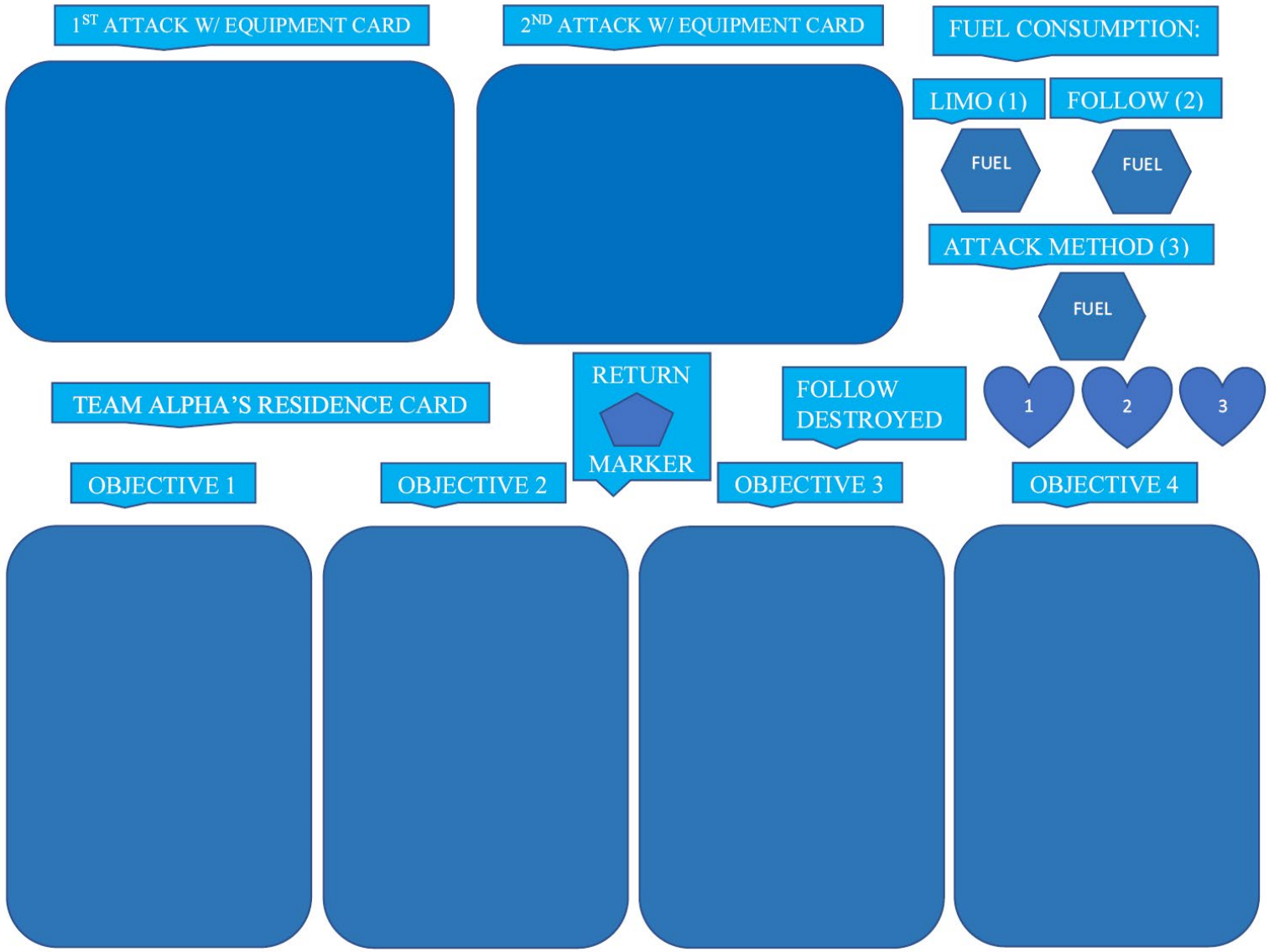



4
4
4
3
2
1

1ST ATTACK W/ EQUIPMENT CARD
2ND ATTACK W/ EQUIPMENT CARD
FUEL CONSUMPTION:
TEAM ALPHA'S RESIDENCE CARD
RETURN
MARKER
FOLLOW
DESTROYED
OBJECTIVE 1
OBJECTIVE 2
OBJECTIVE 3

1ST ATTACK W/ EQUIPMENT CARD
2ND ATTACK W/ EQUIPMENT CARD
FUEL CONSUMPTION:
TEAM BRAVO'S RESIDENCE CARD
RETURN
FOLLOW
DESTROYED
OBJECTIVE 1
OBJECTIVE 2
OBJECTIVE 3


1ST ATTACK W/ EQUIPMENT CARD
2ND ATTACK W/ EQUIPMENT CARD
FUEL CONSUMPTION:
LIMO (1)
FOLLOW (2)
FUEL
FUEL
ATTACK METHOD (3)
FUEL
TEAM ALPHA'S RESIDENCE CARD
RETURN MARKER
FOLLOW DESTROYED
1
2
3
OBJECTIVE 1
OBJECTIVE 2
OBJECTIVE 3
OBJECTIVE 4

1ST ATTACK W/ EQUIPMENT CARD

2ND ATTACK W/ EQUIPMENT CARD

FUEL CONSUMPTION:

LIMO (1)

FOLLOW (2)

ATTACK METHOD (3)

FUEL

FUEL

FUEL

1

2

3

TEAM BRAVO'S RESIDENCE CARD

RETURN MARKER

FOLLOW DESTROYED

OBJECTIVE 1

OBJECTIVE 2

OBJECTIVE 3

OBJECTIVE 4

Team Alpha's Residence

Team Bravo's Residence

Parliament Building

Cathedral

Foreign Ministry Building

Court Building

U.S. Embassy

French Embassy

RESIDENCE CARD

RESIDENCE CARD

OBJECTIVE CARD

OBJECTIVE CARD

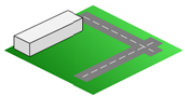
OBJECTIVE CARD

OBJECTIVE CARD

OBJECTIVE CARD

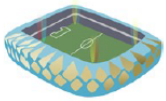
OBJECTIVE CARD

International Airport



City Hall

Stadium



Museum

Coffee Shop

Movie Theater

Restaurant

Mountain Retreat

OBJECTIVE CARD

OBJECTIVE CARD

OBJECTIVE CARD

OBJECTIVE CARD

UNEXPECTED EVENT CARD

UNEXPECTED EVENT CARD

UNEXPECTED EVENT CARD

UNEXPECTED EVENT CARD

Event Card

Protest in front of U.S. Embassy

Go to the nearest police station before continuing to your next Event or Objective. Also add one yellow road block marker in front of the entrance to the U.S. Embassy for four full turns.

Event Card

Protest in front of French Embassy

Go to the nearest police station before continuing to your next Event or Objective. Also add one yellow road block marker in front of the entrance to the French Embassy for four full turns.

Event Card

Protest in front of Parliament Building

Go to the nearest police station before continuing to your next Event or Objective. Also add one yellow road block marker in front of the entrance to the Parliament Building for four full turns.

Event Card

Protest in front of Foreign Ministry Building

Go to the nearest police station before continuing to your next Event or Objective. Also add one yellow road block marker in front of the entrance to the Foreign Ministry Building for four full turns.

Event Card

Protest in front of Court Building

Go to the nearest police station before continuing to your next Event or Objective. Also add one yellow road block marker in front of the entrance to the Court Building for four full turns.

Event Card

Protest in front of City Hall

Go to the nearest police station before continuing to your next Event or Objective. Also add one yellow road block marker in front of the entrance to the City Hall for four full turns.

Event Card

Unscheduled stop.

Client request to stop at a coffee shop. Reroute your motorcade to coffee shop of your choice.
Or
Cancel current unscheduled stop.

Event Card

Unscheduled stop.

Client request to stop at a coffee shop. Reroute your motorcade to coffee shop of your choice.
Or
Cancel current unscheduled stop.

EVENT or ACTION CARD

EVENT or ACTION CARD

EVENT or ACTION CARD

EVENT or ACTION CARD

EVENT or ACTION CARD

EVENT or ACTION CARD

EVENT or ACTION CARD

EVENT or ACTION CARD

Event Card

Unscheduled stop.

Client announces they
are going to a movie.
Reroute motorcade to the
Movie Theater of your choice.
Or
Cancel current unscheduled stop.

Event Card

Unscheduled stop.

Client announces they
are going to a movie.
Reroute motorcade to the
Movie Theater of your choice.
Or
Cancel current unscheduled stop.

Event Card

Unscheduled stop.

Client is hungry.
Reroute motorcade to a
Restaurant of your choice.
Or
Cancel current unscheduled stop.

Event Card

Unscheduled stop.

Client is hungry.
Reroute motorcade to a
Restaurant of your choice.
Or
Cancel current unscheduled stop.

Event Card

Unscheduled stop.

Client would like to stop
at the Mountain Retreat.
Reroute motorcade to the
Mountain Retreat.
Or
Cancel current unscheduled stop.

Event Card

Unscheduled stop.

Client would like to stop
at the Mountain Retreat.
Reroute motorcade to the
Mountain Retreat.
Or
Cancel current unscheduled stop.

Action Card

Client Feels ill.

Reroute motorcade to the
Hospital of your choice.
Loose one turn upon arrival.

Action Card

Client Feels ill.

Reroute motorcade to the
Hospital of your choice.
Loose one turn upon arrival.

EVENT or ACTION CARD

EVENT or ACTION CARD

EVENT or ACTION CARD

EVENT or ACTION CARD

EVENT or ACTION CARD

EVENT or ACTION CARD

EVENT or ACTION CARD

EVENT or ACTION CARD

Action Card

Road Construction

Player adds one yellow road block marker anywhere on a clear white dot. Marker stays for four consecutive turns before being removed.

Action Card

Road Construction

Player adds one yellow road block marker anywhere on a clear white dot. Marker stays for four consecutive turns before being removed.

Action Card

Accident

Add one yellow road block marker on any white dot in front of opponent's current route. Marker stays for four consecutive turns before being removed.

Action Card

Accident

Add one yellow road block marker on any white dot in front of opponent's current route. Marker stays for four consecutive turns before being removed.

Action Card

Vehicle Mechanical Issue.

If your motorcade has a Follow vehicle, transfer the client and continue without delay. If no Follow vehicle, loose a turn by staying in place one full turn.

Action Card

Vehicle Mechanical Issue.

If your motorcade has a Follow vehicle, transfer the client and continue without delay. If no Follow vehicle, loose a turn by staying in place one full turn.

Event Card

New Event or Objective Choice!

Choose a different Event from the Event pile: Coffee Shop, Movie Theater, Restaurant & Mt. Retreat. Assign the Event as an immediate task.
Or
Draw a new Objective from the Objective pile. May replace any incomplete Objective with drawn card, plus reorganize incomplete Objectives.

Event Card

New Event or Objective Choice!

Choose a different Event from the Event pile: Coffee Shop, Movie Theater, Restaurant & Mt. Retreat. Assign the Event as an immediate task.
Or
Draw a new Objective from the Objective pile. May replace any incomplete Objective with drawn card, plus reorganize incomplete Objectives.

EVENT or ACTION CARD

EVENT or ACTION CARD

EVENT or ACTION CARD

EVENT or ACTION CARD

EVENT or ACTION CARD

EVENT or ACTION CARD

EVENT or ACTION CARD

EVENT or ACTION CARD

Event Card

You receive intel on your Opponent's future Objective. Opponent must show you one of their future Objectives of their choosing.

Event Card

You receive intel on your Opponent's future Objective. Opponent must show you one of their future Objectives of their choosing.

Action Card

You obtain City Hall's assistance for your motorcade movement. Place up to two yellow road blocks markers on any white dot on the board. Block stays in place for four consecutive turns.

Action Card

You obtain City Hall's assistance for your motorcade movement. Place up to two yellow road blocks markers on any white dot on the board. Block stays in place for four consecutive turns.

Action Card

You obtain police assistance for your motorcade movement. Remove all yellow road block markers of your choice.

Action Card

You obtain police assistance for your motorcade movement. Remove all yellow road block markers of your choice.

Action Card

You obtain special IED jamming equipment for your vehicles. Hold on to this card and if attacked by an IED device display card to counter the affect. (add +2 to your roll for an IED attack only)

Action Card

You obtain special IED jamming equipment for your vehicles. Hold on to this card and if attacked by an IED device display card to counter the affect. (add +2 to your roll for an IED attack only)

EVENT or ACTION CARD

EVENT or ACTION CARD

EVENT or ACTION CARD

EVENT or ACTION CARD

EVENT or ACTION CARD

EVENT or ACTION CARD

EVENT or ACTION CARD

EVENT or ACTION CARD

Action Card

A Quick Reaction Force (QRF), from the local police is assigned to protect your motorcade movement. Keep this card and display it when attacked. (add +3 on your roll)

Action Card

While your client was at the event the team refilled up the vehicles. Due to the quick thinking by your team, you are awarded +6 fuel blocks per vehicle.

Action Card

While your client was at the event the team refilled up the vehicles. Due to the quick thinking by your team, you are awarded +6 fuel blocks per vehicle.

Equipment Card

You have acquired one Rocket-Propelled Grenade (RPG). Keep this card and display it upon your attack. (+3 to your roll). May be used one space away. Can be replayed once. After second use reshuffle card into the Equipment Card pile.

Equipment Card

You have acquired one Rocket-Propelled Grenade (RPG). Keep this card and display it upon your attack. (+3 to your roll). May be used one space away. Can be replayed once. After second use reshuffle card into the Equipment Card pile.

Equipment Card

You have acquired one Rocket-Propelled Grenade (RPG). Keep this card and display it upon your attack. (+3 to your roll). May be used one space away. Can be replayed once. After second use reshuffle card into the Equipment Card pile.

Equipment Card

You have acquired one Rocket-Propelled Grenade (RPG). Keep this card and display it upon your attack. (+3 to your roll). May be used one space away. Can be replayed once. After second use reshuffle card into the Equipment Card pile.

Equipment Card

You have acquired one improvised explosive device (IED). Keep this card and display it upon your attack. (+4 to your roll). Must be within contact of defender. Attack vehicle is destroyed upon use and will restart from home residence. Card will be reshuffled in the Equipment Card pile.

EVENT or ACTION CARD

EVENT or ACTION CARD

EQUIPMENT CARD

EVENT or ACTION CARD

EQUIPMENT CARD

EQUIPMENT CARD

EQUIPMENT CARD

EQUIPMENT CARD

Equipment Card

You have acquired one
improvised explosive device (IED).
Keep this card and display it upon your
attack. (+4 to your roll).
Must be within contact of defender.
Attack vehicle is destroyed upon use and will
restart from home residence.
Card will be reshuffled in the
Equipment Card pile.

Equipment Card

You have acquired one
improvised explosive device (IED).
Keep this card and display it upon your
attack. (+4 to your roll).
Must be within contact of defender.
Attack vehicle is destroyed upon use and will
restart from home residence.
Card will be reshuffled in the
Equipment Card pile.

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Must be within contact of defender.
Attack vehicle is destroyed upon use and will
restart from home residence.
Card will be reshuffled in the
Equipment Card pile.

Equipment Card

You have acquired
"High Powered" Firearms.
Keep this card and display it upon your
attack. (+2 to your roll).
May be used up to 3 spaces away
in a straight line.
Card can be replayed once.
After second use reshuffle card into the
Equipment Card pile.

Equipment Card

You have acquired
"High Powered" Firearms.
Keep this card and display it upon your
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EQUIPMENT CARD

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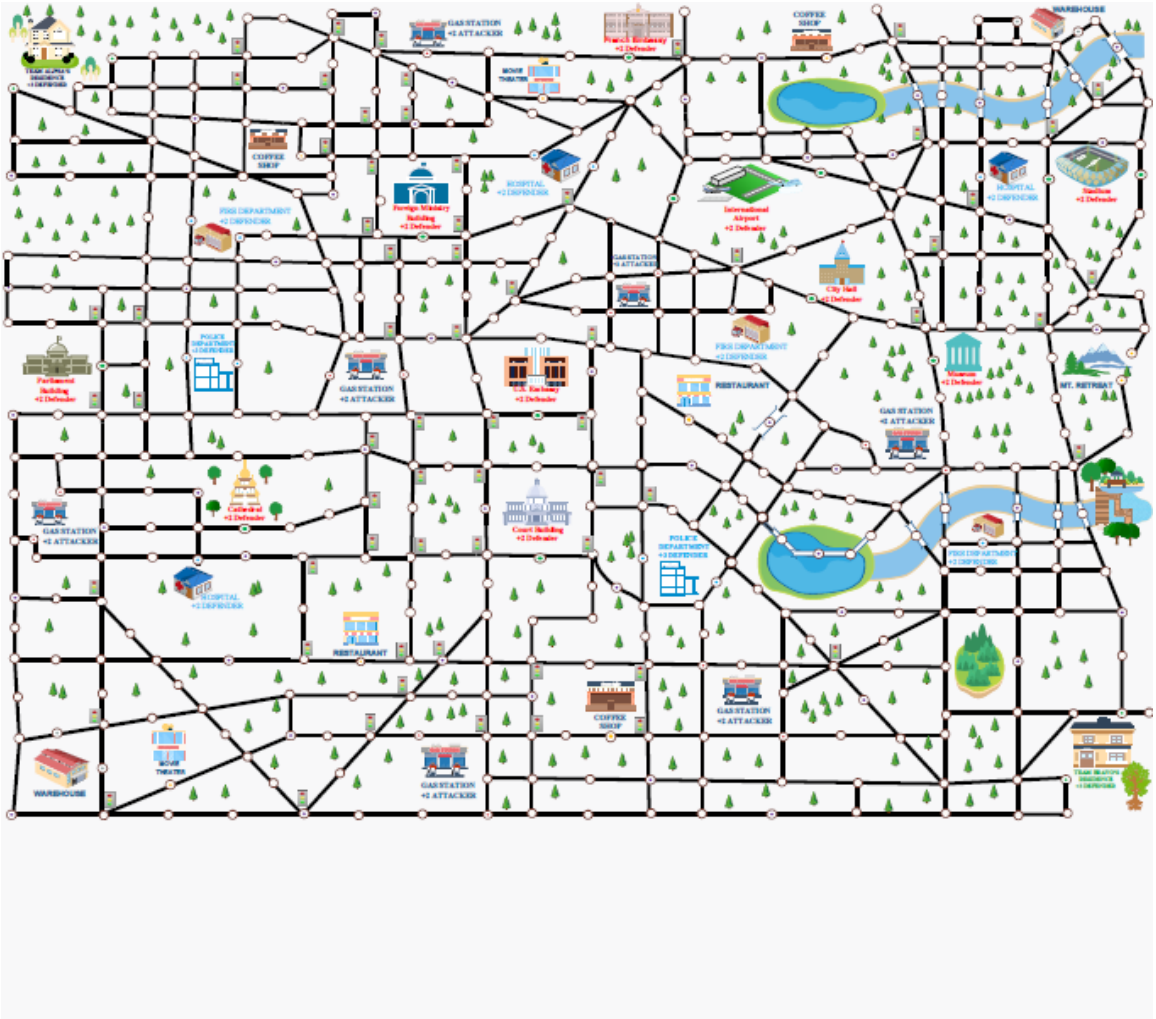
EQUIPMENT CARD

Source: All figures in Appendix B, created by author.

APPENDIX C

MOTORCADE SHOWDOWN MAP



Source: Created by author.

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