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THESIS

EDUCATIONAL SPECIAL OPERATIONS WARGAME

by

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EDUCATIONAL SPECIAL OPERATIONS WARGAME

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ABSTRACT

The role of special operations is becoming increasingly more critical within Multi-domain Operations (MDO). Special operations forces (SOF) are the predominant persistent military presence globally. SOF will continue to facilitate an accurate understanding of the operational environment for decision makers, shaping the environment to prevent armed conflict and, when necessary, providing a marked advantage for the general-purpose force over an adversary to return to competition quickly. In addition, SOF remains the force of choice for the DOD for countering violent extremist organizations and must balance that responsibility with their role in competition with near-peer adversaries. Currently, U.S. Army Special Warfare and School is modernizing and optimizing each Qualification Course. The Army Special Operations (ARSOF) Captains Career Course (CCC) has recently modified its curriculum to include SOF-specific training to best prepare future ARSOF leaders to employ Special Forces, Civil Affairs, and Psychological Operations within the MDO construct. This wargame is designed for the new ARSOF officers who attend the ARSOF CCC. The wargame allows the students to work within a simulated multi-domain environment applying the course curriculum and SOF doctrine within the constraints of the course that has limit time, resources, and personnel. The goal of the wargame is to assist SOF captains as they prepare to take operational teams overseas in operational and combat deployments.

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LIST OF ACRONYMS AND ABBREVIATIONS

1st SFC	1st Special Forces Command
ARSOF	Army Special Operations Forces
CA	Civil Affairs
CCC	Army Special Operations Forces Captains Career Course
COA	Course of Action COIN Counterinsurgency
DOD	Department of Defense
FID	Foreign Internal Defense
GPC	Great Power Competition
GWOT	Global War on Terror
HQ	Headquarters
LOE	Lines of Effort
LSCO	Large Scale Combat Operations
MDO	Multi-Domain Operations
OE	Operational Environment
PO	Psychological Operations
POI	Program of Instruction
ROE	Rules of Engagement
SF	Special Forces
SFC	Special Forces Command
SFG	Special Forces Group
SOF	Special Operations Forces
TLO	Terminal Learning Objectives
TTWG	Tabletop War Game
USAID	United States Agency for International Development
USASOC	United States Army Special Operations Command

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Fellow special operations officers from all services and multiple partner nations who took their time to help us develop our thesis and provide us with invaluable insight, we thank you. We feel the real value in the game is exposing future officers to the environment they will be asked to operate, and your insights allowed us to incorporate that higher level of reality into the game experience.

To our two amazing kids, Axel and Beverly, although they will not remember this because they are both under 2 years old, thanks for being great sleepers and super resilient. It has been an amazing year and a half completing our master’s degrees at home with you regularly sitting on our laps entertaining our peers and professors over Zoom.

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I. INTRODUCTION

The role of special operations is becoming increasingly more critical within Multi-Domain Operations (MDO). Special operations forces (SOF) are the predominant persistent military presence globally. SOF will continue to facilitate an accurate understanding of the Operational Environment (OE) for decision-makers, shaping the environment to prevent armed conflict and, when necessary, provide a marked advantage for the general-purpose force (GPF) over an adversary to return to competition quickly. SOF remains the force of choice for the DOD for countering violent extremist organizations (CVEO) and must balance that responsibility with their role in competition with near-peer adversaries.

SWCS must ensure future SOF leaders can meet the 1st Special Forces Command requirements to conduct the operations mentioned above. Changes to each Qualification Course within SWCS are continuous as SWCS aims to rapidly man the force while ensuring graduates prepare for their future responsibilities. The courses have historically focused on Unconventional Warfare and have prioritized the Direct Action (DA) mission, which was the priority for the operational force within the last two decades. The Global War on Terrorism is now a lower priority for the Nation, and near-peer competition is the primary focus. Competition predominantly occurs within Security Cooperation Operations and creates the demand for training geared at steady-state operations within the Title 22 environment, such as Foreign Internal Defense (FID).¹

1st SFC's vision for the force is for teams to accomplish these missions as integrated elements, leveraging the capabilities and expertise of the SF, CA, and PO units of action on the ground.² Currently, no doctrine defines how these Cross-Functional Teams intend to operate. As the doctrine develops, recent and future graduates of SWCS will still expect to operate using an integrated construct. The respective ARSOF branches need to

¹ Joints Chiefs of Staff, *Foreign Internal Defense*, JP 3-22 (Washington, DC: Joints Chiefs of Staff, 2018), https://www.jcs.mil/Portals/36/Documents/Doctrine/pubs/jp3_22.pdf?ver=2018-10-10-112450-103.

² 1st Special Forces Command – Airborne, “A Vision for 2021 and Beyond,” August 2021, <https://www.soc.mil/USASFC/Documents/1sfc-vision-2021-beyond.pdf>, 5.

fully understand each other's roles and capabilities and work through complex problem sets as cooperative elements.

It is challenging to add or change training priorities. Still, SWCS must identify ways to rapidly provide fully qualified special operations soldiers to the force while ensuring they receive all the training required to succeed in their future roles and assume the least amount of risk. Increased exposure to the operational environmental (OE) factors these students will experience, with repetitions, will reinforce the training objectives and promote critical and creative thinking to help increase preparedness and reduce risk. The earlier qualification courses that students start to analyze their future OE will increase their experience and provide context for future training that their careers before SOF or educational background may not offer. The integration of the ARSOF curriculum within the Captains Career Course provides this opportunity on the front side of each training pipeline. The curriculum provides the foundation that will be built upon and reinforced throughout each respective Qualification Course.

A. SPECIAL WARFARE CENTER AND SCHOOL AND MULTI-DOMAIN OPERATIONS

LTG Beaudette, the Commanding General of USASOC, states in AFC Pam 71-20-4 Concept for Special Operations 2028 that Army Special Operations Forces (ARSOF) need to provide “unique capabilities to advance partnerships, influence adversarial behavior, execute special operations, and respond to a crisis.”³ Additionally, ARSOF delivers these capabilities in hostile, denied, or politically delicate locations and works alongside or through local militaries, requiring cultural proficiency and an elevated level of risk⁴:

ARSOF's geographically calibrated force posture provides the capability to quickly understand the operational environment and wield influence through persistent relationships with local partner forces, resident populations, government institutions, and inter-organizational partners to

³ Edmond Brown, Francis Beaudette, and Jonathan Phillips, “Army Futures Command Concept for Special Operations 2028,” September 18, 2020, <https://api.army.mil/e2/c/downloads/2021/01/05/bdd61c44/20200918-afc-pam-71-20-4-afc-concept-for-special-operations-2028-final.pdf>, 16.

⁴ Brown, Beaudette, and Phillips, “Army Futures Command Concept.”

leverage military and civilian networks that improve real-time situational understanding, amplify operational effects, and disrupt an adversary's communication capabilities and decision-making process.⁵

This reflects a choice by the U.S. government to pursue policy objectives while constraining military actions to remain short of armed conflict.⁶

The main purpose of special operations in a competition is to help the JFC achieve U.S. strategic objectives without escalation to armed conflict.⁷

While in the competition phase, special operations units assess all relevant actors and their respective associations.⁸ Units concurrently assess areas of interest, train partners, and promote cooperation with allies and partners, while simultaneously reducing the US' commitment of personnel and resources.⁹ These operations provide the JFC with situational awareness and increase lead time for decision-makers. "This position of strength supports a favorable environment for the joint force, interagency, and partner efforts to counter adversaries' coercion efforts through unconventional and information warfare."¹⁰

There is a vast responsibility placed on Special Operations units deployed globally and led by midgrade Civil Affairs, Special Forces, and Psychological Operations Officers in complex hybrid threat environments. SWCS must ensure future SOF leaders prepare to accomplish the DOD's, USASOC's, and 1st Special Forces Command's expectations. MG Brennan 1st SFC (A) CG states that "We (ARSOF) are vital across the entire spectrum of conflict. We have to train for largescale combat operations (LSCO) even though we work to prevent them."¹¹ That statement presents the greatest challenges to SWCS, the force generator, prioritizing what training can be accomplished within a constrained timeframe.

⁵ JCS, "Competition Continuum," June 3, 2019, https://www.jcs.mil/Portals/36/Documents/Doctrine/jdn_jg/jdn1_19.pdf, 6.

⁶ JCS, 8.

⁷ Brown, Beaudette, and Phillips, "Army Futures Command Concept," 13.

⁸ Huba Wass de Czege, "Commentary on 'The U.S., Army in Multi-Domain Operations 2028,'" April 2020, 66.

⁹ de Czege, 66.

¹⁰ Huba Wass de Czege, "Commentary on 'The U.S., Army in Multi-Domain Operations 2028,'" April 2020, 66.

¹¹ 1st Special Forces Command – Airborne, "A Vision for 2021 and Beyond," 5.

Additionally, the three ARSOF branches learn their profession during their respective qualification courses. Still, to meet 1st SFC's Cross-Functional Teams concept to provide SOF a competitive edge, the three branches must be familiar with each other's roles and capabilities.¹² CFTs from tactical to operational elements combine the abilities of Civil Affairs, Psychological Operations, Special Forces, and enablers to integrate multi-domain capabilities that create options for commanders quickly.¹³

SWCS must continue to develop the qualification pipelines to rapidly provide fully qualified special operations leaders to the force while ensuring they receive all the training they require to succeed in their future roles. The current operational environment (OE) demands units of action to prepare for operations throughout all warfare spectrums. Most special operations forces, however, will be deployed in support of security cooperation outside of combat. This competition space predominantly occurs within Security Cooperation Operations and creates the demand for training geared at steady-state operations within the Title 22 environment, such as Foreign Internal Defense (FID). As MG Brennan stated, the need to train for LSCO and conduct ARSOF's unique and arguably most challenging Unconventional Warfare mission is paramount. Still, it does not reflect the predominant missions that SOF officers will be commanding once they graduate from their qualification course.

B. WARGAMING AS A TRAINING METHOD

Given the demand for training stated above and considering the limited training hours available, manning restraints, and funding limitations, a wargame has shown to be a potential solution to this problem. Most culminating exercises within a professional military school focus on a PowerPoint-based scenario focusing on a particular military operation. The Marine Corps Command and Staff College have found a new way to enhance military education by stepping away from the historical PowerPoint and moving towards an educational wargame.

¹² 1st Special Forces Command – Airborne, “A Vision for 2021 and Beyond,” 5.

¹³ 1st Special Forces Command – Airborne, “A Vision for 2021 and Beyond,” 8.

The educational wargames at CSC provide students with the opportunity to “fail fast,” iterate, and learn from multiple tries against their peers and faculty. To build the creative and nimble minds envisioned by the Commandant’s guidance on PME, CSC views intra- and inter-seminar group wargaming as a healthy way to channel and encourage competition, allowing opportunities for students to win and lose, ultimately learning from each outcome. By artfully blending wargames, as well as decision games and case studies into the curriculum, CSC is developing leaders with the intellect and agility to outthink adversaries in this period of rapid change and great power competition.¹⁴

Wargames have been utilized within the military construct for several years to simulate a realistic situation and present ideas to be used when necessary. Wargames enhance a military leaders’ mindset on decisions that need to be made based on constraints that hinder a military force by acting on hypothetical cases.¹⁵ Narrative experiences or storytelling has been a way to introduce information to readers. Psychologists have realized the new generation can learn better based on hands-on storytelling versus a historical approach of solely reading to enhance an understanding. Wargames can keep the narrative approach, but the game’s use will allow a new tool to serve a greater purpose for military members. Peter Perla expresses the need for a wargame and why it brings upon innovative ways to figure out solutions to problems.

When we play, we also have a sense of urgent optimism. We believe wholeheartedly that we are up to any challenge, and we become remarkably resilient in the face of failure. Research shows that gamers spend on average 80% of their time failing in-game worlds, but instead of giving up, they stick with the difficult challenge and use the game’s feedback to get better. With some effort, we can learn to apply this resilience to the real-world challenges we face.¹⁶

The wargame will be a competitive educational tabletop board game that places students in command of ODAs, CATs, and MISTs, respectively. The players will have to

¹⁴ Lt. Col. David C Emmel, “The Use of Wargames to Enhance the Learner-Centric Experience,” *Gazet Te*, 2020, 3.

¹⁵ Peter P. Perla, *The Art of Wargaming: A Guide for Professionals and Hobbyists* (Annapolis, Md: Naval Institute Press, 1990).

¹⁶ Peter P. Perla and ED McGrady, “Why Wargaming Works,” *Naval War College Review*, vol. 64, no. 3 (2011), article 8, 21.

work together as cross-functional teams in a designated AO to both Counter-VEOs and support U.S. interests in competition. The scenario will simulate Security Cooperation Missions and introduce team leaders' challenges when working with interagency partners, supporting the TSOC, managing relationships with the host nation, and short-term deployment rotations.

C. PURPOSE AND DESIGN OF PARTNER OF CHOICE

Based on this information, the research question to look at establishing our wargame approach is: Will a Wargame simulating competition in the current Multi-Domain Environment enhance ARSOF CCC graduates' follow-on training and increase preparedness to employ their units of actions? To answer that question, a competitive educational tabletop board game is designed for students in command of ODAs, CATs, and MISTs, respectively. The players in the game had to work together as a team of teams in a designated AO to both Counter-VEOs and support U.S. interests in competition. The scenario simulated Security Cooperation Missions and introduced challenges faced by team leaders when working with interagency partners, supporting the TSOC, managing relationships with the host nation, and short-term deployment rotations.

II. FOUNDATIONS: TRAINING OBJECTIVES

The core learning objectives of Partner of Choice, as requested by the Sponsor are to Recognize SOF Core Mission Sets and Competencies, to understand SOF Operations in support of the competition phase of MDO in the JIIM Environment, and to Understand U.S. Law and Mission Orders impact on Funding & Authority to Execute Operations. In addition to those three core learning objectives, the game has two secondary learning objectives intended to familiarize the students with the effects of Operational Variables on SOF Operations and the consequences of Ethical Failures. The following excerpts and concepts are derived from the relevant ARSOF CCC lesson plans and doctrine used to design the TTWG.

The game scenario replicated Security Cooperation and defined as: “all Department of Defense interactions with foreign defense establishments to build defense relationships that promote specific U.S. security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide U.S. forces with peacetime and contingency access to a Host Nation.”¹⁷ The players executing missions in the security cooperation scenario are conducting Foreign Internal Defense (FID). Both military and civilian entities can perform FID, but it is an effort to support a Host Nation to prevent threats to the Nation’s security.¹⁸

In the scenario, these FID efforts support the Host Nation’s Counter-Insurgency (COIN) Operations. COIN is defined in Joint Publication 3-24 as “the blend of comprehensive civilian and military efforts designed to defeat and contain insurgency and address its root causes simultaneously.”¹⁹ While conducting COIN operations, special operations forces have many different missions, either directly with the HN or in support of conventional forces.²⁰ Within the wargame, SOF will be conducted an indirect approach

¹⁷ Joints Chiefs of Staff, Counterinsurgency, JP 3-24 (Washington, DC: Joints Chiefs of Staff, 2018), https://www.jcs.mil/Portals/36/Documents/Doctrine/pubs/jp3_24.pdf, xix.

¹⁸ Joints Chiefs of Staff, xix.

¹⁹ Joints Chiefs of Staff, xii.

²⁰ Joints Chiefs of Staff, III-31.

through the Host Nation without U.S. conventional forces. Doctrinally, it is referenced as a limited support/light footprint option.²¹ SOF prevents the need to have a large military force on the ground.

Civil Affairs is one of the three SOF units of action operating within the game scenario. Civil Affairs operations are defined as “actions planned, executed, and assessed by civil affairs forces that enhance awareness of and manage the interaction with the civil component of the operational environment; identify and mitigate underlying causes of instability within civil society, or involve the application of functional specialty skills normally the responsibility of civil government.”²² The Civil Affairs engagement strategy Assess, Decide, Develop, and Detect, Deliver, Evaluate, Transition is applied to the Civil Affairs player in the game and controls how the player engages the population in support of the Host Nation.²³

Special Forces is the second of three SOF units of action operating within the game scenario. Special Forces is defined as: “United States Army forces organized, trained, and equipped to conduct special operations with an emphasis on unconventional warfare capabilities.”²⁴ The special operations forces will be building the capacity of the Partner Force, enhancing their capabilities, and conducting advise, assist, and accompany missions when authorized.

Psychological Operations is the third SOF unit of action operating within the game scenario. Also referred to as Military Information Support Operations, defined as “planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals in a manner favorable to the

²¹ Joints Chiefs of Staff, V-9.

²² Joints Chiefs of Staff, *Civil-Military Operations*, JP 3-57 (Washington, DC: Joints Chiefs of Staff, 2018), https://www.jcs.mil/Portals/36/Documents/Doctrine/pubs/jp3_57.pdf, GL-7.

²³ Department of the Army, *Civil Affairs Operations*, FM 3-57 (Washington, DC: Department of the Army, 2021), https://armypubs.army.mil/epubs/DR_pubs/DR_a/ARN33094-FM_3-57-000-WEB-1.pdf, 2-20.

²⁴ Joints Chiefs of Staff, *Special Operations*, JP 3-05 (Washington, DC: Joints Chiefs of Staff, 2014), <https://www.jcs.mil/Doctrine/DOCNET/JP-3-05-Special-Operations/>, GL-12.

originator's objectives."²⁵ The PO player will advise, plan, develop, deliver, and assess military information support operations to engage the population, advance the Host Nation's interests, and counter insurgent influence.²⁶

In addition to the FID operations supporting HN's COIN operations, one of the elements of competition and supporting U.S. interests in preparing the environment. In accordance with JP3-05 Special Operations, "This is a holistic term utilized for operations and activities conducted by selectively trained special operations forces to develop an environment for potential future special operations."²⁷ SOF conducts these operations "in support of a combatant commander campaign plan to create conditions conducive to the success of potential future military operations. One of the aspects of these operations that the ARSOF elements will execute during the game is gaining and maintaining access to key infrastructure, terrain, and populations".²⁸

²⁵ Joints Chiefs of Staff, *Psychological Operations*, JP 3-13.2 (Washington, DC: Joints Chiefs of Staff, 2010), <https://irp.fas.org/doddir/dod/jp3-13-2.pdf>, GL-8.

²⁶ Joints Chiefs of Staff, 1-6.

²⁷ Joints Chiefs of Staff, *Special Operations*, JP 3-05 (Washington, DC: Joints Chiefs of Staff, 2014), <https://www.jcs.mil/Doctrine/DOCNET/JP-3-05-Special-Operations/>, GL-11.

²⁸ Joints Chiefs of Staff, ix,

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III. PARTNER OF CHOICE DESIGN

A. INITIAL DESIGN

The game format and mechanics that were selected best facilitate the learning objectives outlined in the Foundations section. Partner of Choice is a cooperative tabletop wargame. One individual player does not win, but instead, the group wins or loses together to defeat the game itself. An example of a Commercial off-the-shelf wargame that served as the framework for Partner of Choice's design is Pandemic. A cooperative game in which a group of first responders, medical personnel, and epidemiologists work together to disrupt and eventually end a pandemic of multiple viruses spreading throughout the globe. The players must leverage each other's skills and capabilities to get ahead of the virus that spreads exponentially in the game.

Similarly, Partner of Choice captured those baseline mechanics to show the advantages and disadvantages of ODAs, CATs, and MISTs operating in a Title 22 Environment. Their actions were then developed to reflect how doctrine defines their operations, engagement strategies, and effects. The intent is cooperation, which also involves compromise and teamwork. Some players must sacrifice their capabilities and augment their strategies to support other elements' missions at their own teams' expense. A phenomenon that often challenges SOF elements deployed throughout all the COCOMs. The two greatest challenges to successfully operating in the Title 22 Environment are usually not the insurgency but rather navigating the Approval process between a litany of commands/agencies and the Partner Force's obstacles. The game incorporates these and provides opportunities for the players to identify ways to increase the probability of gaining mission approval and enabling their partner force to operate more efficiently and more often.

The insurgency itself, like the virus, propagates somewhat randomly throughout the area of operations. However, the game allows the players to understand the AO to determine which areas would have a higher likelihood of fostering an insurgency and escalation to SIGACTs to prioritize missions and locations as they would in the operational

force. The location of the AO and a specific AOR is intentionally unspecified. The intent is to eliminate the time needed in preparation for play to learn the Operational Environment and distract the players from focusing on the doctrinal application of SOF doctrine and the numerous learning objectives incorporated into the game.

Partner of Choice teaches the application of SOF doctrine and replicates FID and the JIIM environment conducting COIN and incorporates competition. Partner of Choice forces the players to balance maintaining access and security for their partners and gain and maintain access to key infrastructure and populations in the case of escalation with a Near Peer in the region.

The complexity and scale of Partner of Choice are designed to meet the limited time available within the ARSOF CCC curriculum, the attention span of the students, and the desire to allow for multiple iterations where the students can experiment with different strategies and applications of the doctrinal capabilities they learn. The proposed integration into the CCC is to have the ability to be introduced and played by the students within 4 hours, a half of a training day. Some instructors already have planned to integrate the game throughout their 6-week ARSOF block of instruction. They use it as a concrete experience to introduce the material and then be played throughout the instruction and at the culmination of the block of instruction to increase the students understanding and creativity. During playtesting with ARSOF CCC, students who had not seen or played Partner of Choice could understand and play the game within 90 minutes. Once the students were familiar with the game, the first full iteration took an average of 60 minutes to complete.

Another design element is increasing the students' interest in playing the game to make the overall Gameplay competitive. The players on one board do not compete but as multiple teams play throughout the given cohort of students. Each team computes their competition score at the end of the round and competes against each other for the highest competition points indicating that they decreased the insurgent threat, increased U.S. Access to and partnership with Country X, and increased Country X's capacity and capabilities.

Integrating the game into the course provides greater opportunities to simulate the reality of SOF deployments and the students' future environments, such as incorporating competition between players, as stated above. A reality for SOF deployments is short deployment rotations that challenge continuity of effort and partnerships with the host nation and interagency partners. The Ambassador Approval rating in the game simulates this phenomenon by reducing by a factor of one every two turns (6 months,) simulating the transfer of authority between teams as one team leaves, and a new team arrives in the country. During Gameplay in the course, the ARSOF CCC will increase the students understanding of that challenge by also having all the teams playing in each small group (3–5 games played simultaneously) switch game boards every two rounds as if they were deploying to a new country and only have six months to operate before another team takes over the mission.

B. PLAYTESTING AND QUESTIONNAIRE FEEDBACK

Playtesting was conducted throughout the Tabletop War Game (TTWG) development process by three population groups: Post-ARSOF Team Leaders, ARSOF CCC Instructors, ARSOF CCC Students. Each population group's different experience and background enhanced the design and provided feedback on the effectiveness and applicability of Partner of Choice. In addition to the three targeted populations, there were also Foreign SOF Officers and Post SOF Team Leaders (Non-Army) that provided additional insight and recommended future applications for the base wargame.

We asked all play testers to provide feedback and recommendations. The feedback was broken down into Pre-Game Setup to include the discernability of the rules and the depth of the scenario, Gameplay to include the physical TTWG, the metrics for insurgent growth. Mission success and winning, and post-Game feedback about what should be eliminated or enhanced within the overall game mechanics.

The playtesting captured specific feedback and recommendations for improving the game from all the play testers. The recommendations generally fell into two categories—the first being mechanics of the game and the second realism of the scenario. To start with mechanics, the game was refined throughout playtesting. The primary modifications

affected the scale of modifiers and the effects of both the insurgency and friendly players' actions to create the desired difficulty level. This modification was twofold, first to make the game realistic but also enjoyable to play. This recommendation led to a modification that allows the players to adjust the game's difficulty level by adjusting the number of external support cards put into the events card deck. The greater number of event cards results in a more challenging game. There were also recommendations for additional players, player actions, and to increase the number of environmental factors. If implemented, all these changes may increase the realism of the game and increase the complexity of the game mechanics. The challenge was then to identify what potential changes would meet the game's original intent and enhance the game's effectiveness as an educational tool. However, they cannot make the game too complex because that prevents the players from learning the game quickly and slows down the overall play rate. Some changes, such as adding an enemy insurgent as a player, were considered but did not meet both criteria. We captured the recommended changes valuable to the player but were deemed too complex in future recommendations and expansion packs section for further development.

When looking at the scenario itself, the play testers with SOF experience provided invaluable input. A primary recommendation was to include a partner force shortfall scenario card in the game. Several play testers saw a need to implement a CCC's authorities and funding POI, specifically practical exercises for that block of instruction. This recommendation would provide a greater level of complexity and expose the players to real-world dilemmas they may face in the future. We modified components of the Ambassador Approval Rating and mission success probabilities due to recommendations by play testers based on their previous experience conducting these types of operations. For instance, one modification was that the Ambassador approval is reduced every six months of simulated Gameplay to show the effects of teams rotating in and out of the theatre. The inclusion of real-world examples of challenges team leaders faced deployed, including ethical challenges, political and environmental factors, or competing interests, was developed further during playtesting. Based on their experience, the players provided

examples that could be integrated into the event cards to expose them to challenges outside of their span of control. Still, they may have to overcome in future deployments.

Some play testers also challenged some of the foundations of the game, such as making the game country and Area of Responsibility specific, having an enemy player completely control the insurgency, and changing the deployment environment from operational to combat. All three recommendations were considered and discussed, but the consensus from the schoolhouse and most of the players was that those changes would degrade from the universal nature of the game, the focus on cooperation and teamwork among the three ARSOF tribes, and the reality that the vast majority of SOF operations now and in the future MDO construct will be in competition outside of combat. Those modifications, however, are feasible, and the simplicity of the game mechanics and scenario allows for it to be modified to provide experiential playtesting in their desired scenario.

When play testers were asked to provide feedback on the game's effectiveness as an educational tool, they were divided into specific population groups and provided questions specific to each population. (All ARSOF CCC Instructors fell into the Post-SOF Tactical Level Leader population and the instructor population). The following questions by population are below, and for each question, we asked the play testers to circle one of the following: Not at all, Slightly, Moderately, Very Well, Perfectly

Post-SOF Tactical Level Leader:

Based on your experience, do you think the wargame simulates the future operational environment?

Based on your experience, do you think the wargame will increase future SOF leaders' understanding of their roles and responsibilities?

ARSOF CCC Instructor:

Do you think the wargame will enhance the student's understanding of the blocks of instruction they received?

ARSOF CCC Students:

Do you think the wargame enhanced your understanding of the blocks of instruction you received?

The results are in Table 1.

Table 1. Questionnaire Results

POPULATION/ QUESTION	NOT AT ALL	SLIGHTLY	MODERATELY	VERY WELL	PERFECTLY	TOTAL
Post-SOF Tactical Level Leader						
Based on your experience, do you think the wargame simulates the future operational environment?	0	0	7	15	0	22
Based on your experience, do you think the wargame will increase future SOF leaders' understanding of their roles and responsibilities?	0	1	2	19	0	22
ARSOF CCC Instructor:						
Do you think the wargame will enhance the students understanding of the blocks of instruction they received?	0	0	2	7	0	9
ARSOF CCC Students:						
Do you think the wargame enhanced your understanding of the blocks of instruction you received?	0	0	4	24	2	30

C. CONCLUSION

The game design and development aligned with the original intent of the game and incorporated game mechanics to simulate all the desired learning objectives. The Gameplay and integration into the classroom environment also fell within the desired time requirements for new players and completing game iterations. The initial feedback from play-testers and within the three target groups further supported our thesis that a TTWG can be designed and integrated into the curriculum at ARSOF CCC that simulates their future operating environment, exposes players to roles and responsibilities of their future profession, and enhance the students understanding of the course material. Sixty-eight percent of Post -SOF Tactical Leaders believed Partner of Choice simulated the future operating environment very well. Also, 86% of that population group thought Partner of Choice would enhance students' understanding of their future roles and responsibilities. Seventy-eight percent of the instructors felt the TTWG would enhance the student's knowledge of the course material. All the students that played the game after their ARSOF CCC Program of Instruction believed the game at least moderately enhanced their

understanding of the material; 80% thought the TTWG did this very well. Two of the students felt the game did it perfectly.

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IV. PARTNER OF CHOICE OVERVIEW

A. SCENARIO

U.S. Army Special Operations Command is deploying a Special Forces Operational Detachment Alpha, a Civil Affairs Team, and a Psychological Operations Team to Country X in support of Department State-led Security Cooperation. In coordination with the host nation, the U.S. Embassy has identified a need for Foreign Internal Defense. Currently, there is a growing insurgency in-country X that the government fears may quickly destabilize their already fragile country. Country X is of significant geopolitical interest to the United States. Country X borders a near-peer and extremist safe haven to the North. The U.S. wants to help country X by providing them time and space to address the rising insurgency, maintain access, and a strong partnership with Country X to ensure conditions are set if escalation occurs between the United States and our near-peer adversary. These teams deploying to country X are the first special operations units to operate there. The teams will be working with a new host nation partner force and establishing all networks and points of influence.

B. INITIAL CONDITIONS

The Host Nation security force that will serve as the FID partner for the ODA is an untrained battalion-sized element with no formal experience and or training. The ministry of defense approval and resourcing will continue to be a challenge for the host nation. Efforts will be made through the office of security cooperation to address those issues but will not be resolved quickly. The Civil Affairs partner force is a Civil Affairs detachment that is seen as proficient. The Psychological Operations FID partner is a detachment size element that is assessed as proficient. Currently, in Country X, reports indicate that six insurgent cells are operating. There have been no insurgent SIGACTS within Country X currently. Current authorizations for the ODA are restricted to train and advise only. The DOD is requesting authorization to assist and accompany missions, but currently, approval is being denied and will be reconsidered if the threat increases. The current Ambassador and Country Team view SOF as a potential value-added resource. Still, they are hesitant

due to the risk involved with these operations and ethical violations that have made national headlines back in the United States. They plan to assess how much latitude they will provide the units of action as the security situation develops. Once the teams have shown they can accomplish their baseline training mission without any incidents and are willing to support embassy initiatives, mission approval will become easier.

1. How to Win

To COMPLETE THE MISSION in Partner of Choice, the three players must work together to maintain access to Country X for three years (12 rounds) and prevent five SIGACTS from occurring. If a 5th SIGACT occurs, all players lose, and the game ends. The objective of each player is to execute their respective engagement strategy while leveraging their specific authorities and permissions to enhance the Host Nations' effects and increase the probability of their two SOF teammates successfully executing their missions. The Special Forces player enhances the host nation's military capacity and capabilities and reduces the insurgent threat through their partner force. The number of insurgent cells in each district affects the probability of mission success for all players, and once the number of cells exceeds three, a SIGACT occurs. The Civil Affairs Player engages the civil population to gain access, information, and support for the host nation. Human Networks that the CA player can access and keep open will increase the probability of success for all players and can slow down and disrupt insurgent growth in the district they are operating. The Psychological Operations player analyzes the relevant populations, develops messaging series, and disseminates the messages to targeted populations to modify the behavior of the populations to act in support of the host nation's objectives. Populations that the PO player can message successfully will increase the probability of success for all players and can slow down and disrupt insurgent growth in the district.

Winning partner of choice is a factor of how well the team cooperated and improved the conditions in Country X for future operations (At time of deployment/start of the game, Country X is at 17)

- a. Competition points will be assessed on the following:
- Enemy SIGACTs: -4 for each SIGACT that occurred
 - Active insurgent cells: -2 for each active insurgent cell
 - Open (CA) districts: +2 each
 - Compliant (PO) districts: +2 each
 - Ambo approval: Equal to the rating
 - SF partner force:
 - +1 for each additional PF
 - +1 for each trained force
 - +2 for each elite force
 - CA partner force:
 - +1 for each trained CA force
 - +2 for each elite CA force
 - PO partner force:
 - +1 for each trained PO force
 - +2 for each elite PO force
 - Infrastructure: Competition points are awarded for the infrastructure present in districts that meet one of the two following conditions:
 - No active insurgent cells, indifferent (PO) or better & neutral (CA) or better
 - 1–3 active ins. Cells: compliant (PO) & open (CA)

- The competition point value for each piece of infrastructure is presented in Figure 1.



Figure 1. Competition of Infrastructure Points

- 2. Game Board Layout**
 - a. Game Round Tracker
 - b. Unemployed Insurgent Cell Marker Box
 - c. SIGACT Tracker and Insurgent Growth Rate Tracker
 - d. Country X: Districts 3 through 18
 - e. Unemployed Human Network Markers Box
 - f. Unemployed Influence Markers Box
 - g. Event Card Pile and Discard Pile
 - h. Ambassador Approval Rating Tracker
 - i. Sequence of Play
 - j. Competition Point Infrastructure Values Reference
 - k. Partner Force Placemat
 - l. Effects on Insurgent Cells
 - m. District and Marker Legend
 - n. Insurgency External Support and SIGACT Reference



Figure 2. Game Board Reference

3. Game Board Reference

- a. Game Board
- b. Insurgent cells
- c. Influence Markers
- d. Markers (Round/SIGACTS/Growth Rate/Ambo Approval)
- e. Event Cards (3x Insurgent External Support Cards)
- f. Partner Force Markers
- g. Human Network Markers
- h. TAA Marker
- i. Player Role Cards
- j. 3x Dice

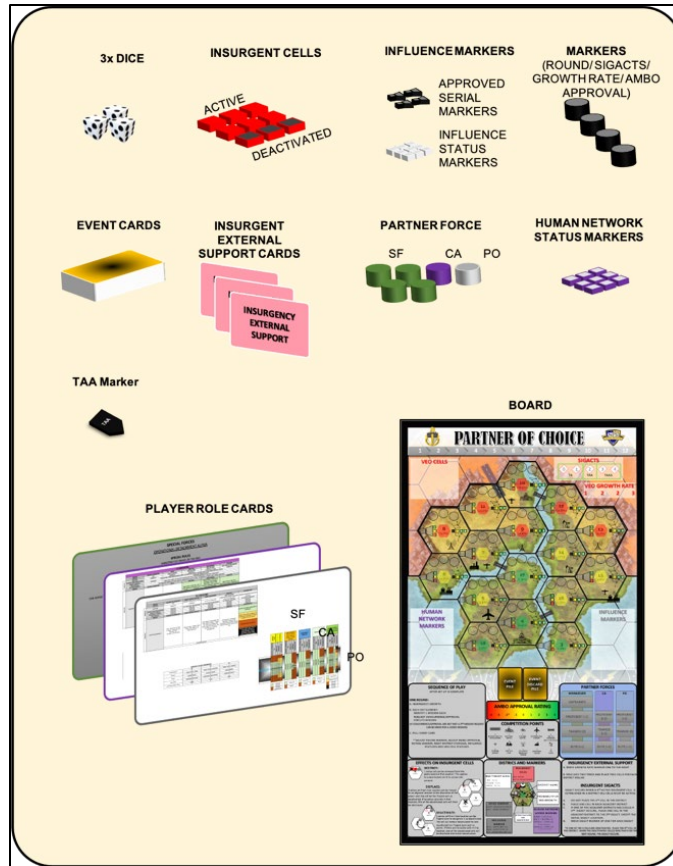


Figure 3. Game Pieces, Counters, and Markers

4. District and Markers Legend

Country X consists of 16 Districts numbered 1–18. The district name is the associated number located at the center of the hexagon. The percentage value below the district number denotes the probability of a 3d6 outcome being that district number. The color of the small hexagon in the center of the district represents the default security level of that district (Threat Level from permissive to least permissive is A-Green, B-Yellow, C-Red). That color corresponds with the Regional Security Officers’ assessment of the district and their travel requirements. The default security level also serves as the baseline for the host nation and U.S. forces’ influence on the population and their access to the human network. For example, if a District’s security level is Green (Threat Level A), the influence marker for that location starts at Compliant (Green), and the Human Network Access Marker starts at Open (Green). The Human Network and Influence status cannot fall below

that default level unless a SIGACT occurs. If a SIGACT occurs, the district will then be classified as a Threat Level C location (Red) for the rest of the game and the default status for influence, and the human network will drop to Non-Compliant and Closed, respectively. For the PO Player, each district contains a designated space on the left-center of the Hexagon speaker-shaped. When a series is developed for that district, a marker is placed, with the grey side up, indicating that the series is developed but requires approval. Once approval is granted, the marker is turned over to expose the white side, indicating that the serial is developed and approved for that district. When the series is disseminated, the influence marker is adjusted following the messaging campaign’s level of success.

Throughout the district, certain infrastructure may be present that are key to competition and reward the players if they can gain and maintain access to them. Along the top of the cell, three spaces exist for Insurgent cell markers. If the three cells are occupied with active cells, and a 4th insurgent cell grows in that District, a SIGACT occurs.

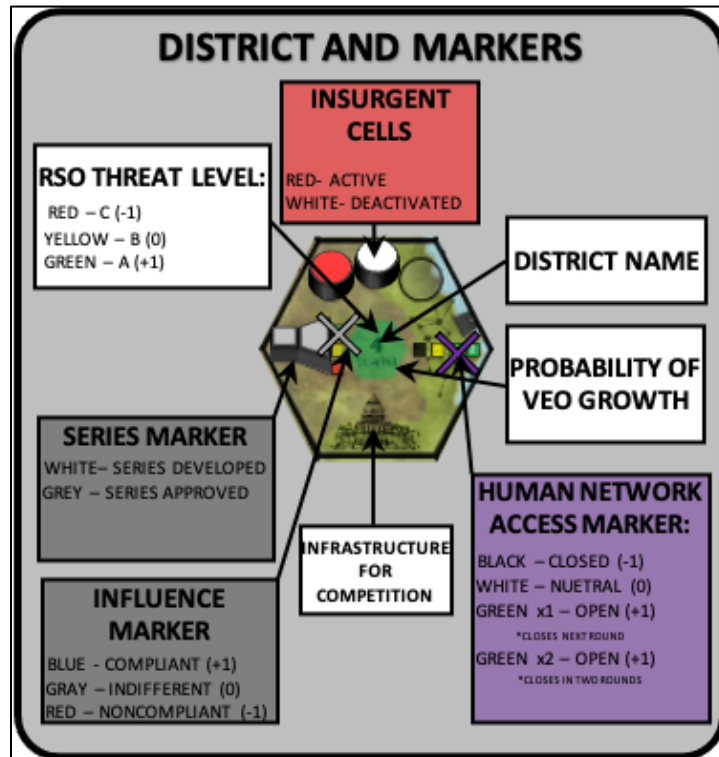


Figure 4. District and Marker Legend

C. INITIAL BOARD SET-UP

The initial board setup is described in detail in Figure 5.

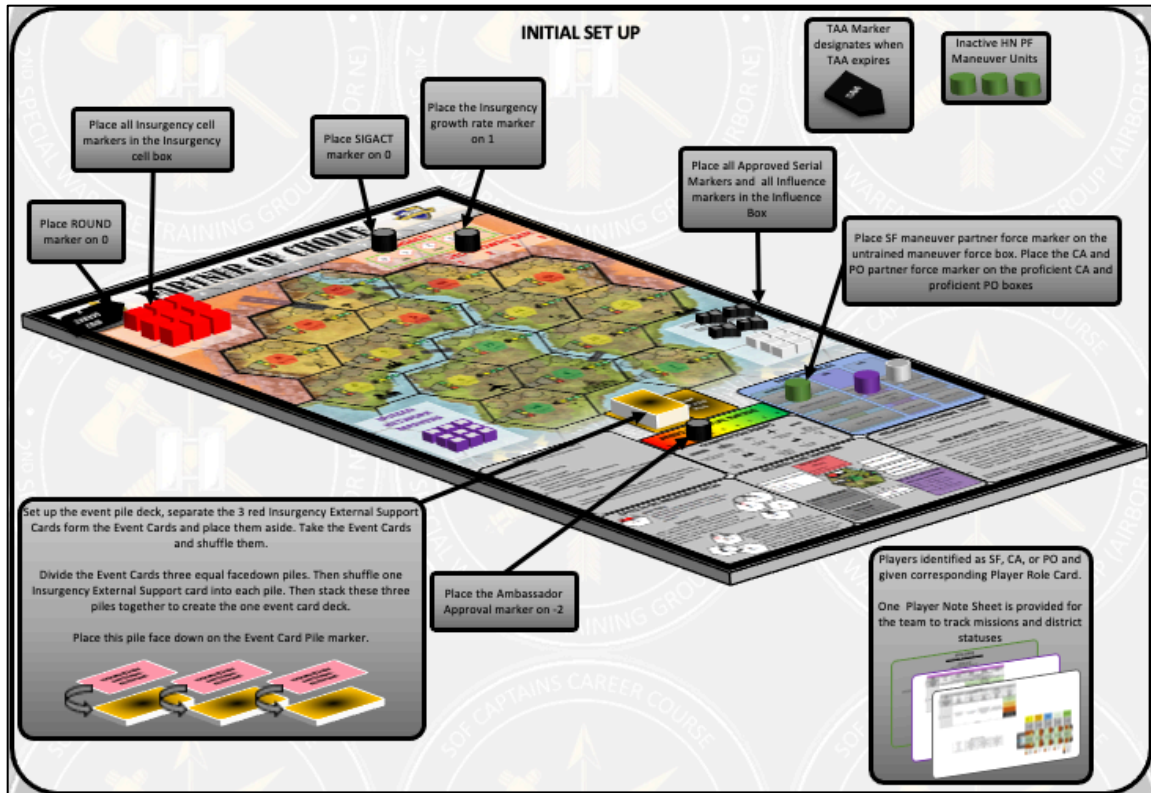


Figure 5. Initial Board Setup

D. SEQUENCE OF PLAY

1. One Round

- a. INSURGENCY GROWTH (*1st round see INITIAL INSURGENT DISPOSITION)
- b. Each SOF element:
 - (1) Identify 1 mission for each
 - (2) Request concurrence/approval
 - (3) Execute mission
 - (If concurrence/approval are not met, a 2nd mission request can be made for a lesser mission)
- c. Pull event card

<p style="text-align: center;">INSURGENCY EXTERNAL SUPPORT</p> <p>A. MOVE GROWTH RATE MARKER ONE TO THE RIGHT</p> <p>B. ROLE THREE DICE TWO TIMES AND PLACE ONE ACTIVE CELL FOR EACH DISTRICT ROLLED **THE SAME DISTRICT CAN BE ROLLED TWICE</p>	<p style="text-align: center;">INSURGENCY EXTERNAL SUPPORT</p> <p>A. MOVE GROWTH RATE MARKER ONE TO THE RIGHT</p> <p>B. ROLE THREE DICE TWO TIMES AND PLACE ONE ACTIVE CELL FOR EACH DISTRICT ROLLED **THE SAME DISTRICT CAN BE ROLLED TWICE</p>	<p style="text-align: center;">INSURGENCY EXTERNAL SUPPORT</p> <p>A. MOVE GROWTH RATE MARKER ONE TO THE RIGHT</p> <p>B. ROLE THREE DICE TWO TIMES AND PLACE ONE ACTIVE CELL FOR EACH DISTRICT ROLLED **THE SAME DISTRICT CAN BE ROLLED TWICE</p>	<p>NOTHING SIGNIFICANT TO REPORT</p>	<p style="text-align: center;">OPFUND INVESTIGATION</p> <p style="text-align: center;">End of Fiscal Year</p> <p>OPFUND not properly documented. Next years FY funds held-FO/PA temporarily uncertified. Training only for next turn. (Roll: SF 1-2, CA 3-4, PO 5-6)</p>
<p>Chief of Station Requests Local Civil Engagement Mission in District 4 next turn – No approval needed. Automatic Ambo Approval following turn for all missions- if mission was a success. Don't execute or fail mission: -2 taken from Ambo Approval</p>	<p>Congressional Visit in 3 months 1 team plan and execute visit for the the Defense Attaché. No Mission next turn – Automatic Ambo Approval following turn if successful visit. Roll 6-15 = success</p>	<p>RSO requests training for Capital Police Force from ODA Increases AMBO approval by 2 if completed or -1 for not conducting *Not Authorized to train any force other than your PF. Brief response to Cadre</p>	<p>USAID requests CA site visit (CE/CR) in District 18 next turn No Ambo approval needed; If mission is successful, USAID partnership developed, and next Regional CME mission can be executed and approved immediately</p>	<p style="text-align: center;">FRAGO: Annual Exercise relocated to Country X in 6 months (two turns)</p> <p>All missions during exercise are executed as training missions. AMBO approval add 2 after that round</p>

Figure 6. Event Cards 1–10

<p>Team Leader Requested to escort HN VIP to TSOC HQ</p> <p>TEAM LEADER SELECTED HAS MISSION SUCCESS RATE MODIFIER FOR TEAMS MISSION THIS ROUND (SF: 0/ CA: -2/ PO: -1)</p>	<p>OHDACA FUNDING FOR REGIONAL CME APPROVED FROM 2 YEARS AGO</p> <p>CAT is able to request approval to execute a Regional CME immediately; Does not require 3 month lead time</p>	<p>REPORTS OF PARTNER FORCE HUMAN RIGHTS VIOLATION</p> <p>OPERATIONAL STANDOWN FOR 3 MONTHS. TEAMS ARE REQUIRED TO PROVIDE HUMAN RIGHTS TRAINING TO THEIR RESPECTIVE PARTNER FORCES. NO OTHER TRAINING OR MISSIONS ALLOWED</p>	<p>HOST NATION MoD ASSIGNS ADDITIONAL UNIT TO RECIEVE TRAINING AND RUN COIN OPERATIONS</p> <p>NEW UNTRAINED PARTNER FORCE READY IMMEDIATELY FOR SF TRAINING AND OPERATIONS</p>	<p>While you are driving to Embassy from the team house your vehicle hits a little girl who walked out in front of the vehicle. The embassy immediately sends out their "fixer" to your location. He advises that you offer to pay the little girl's medical expenses out of OPFUND in order to prevent you and the driver from getting dragged into the host nation legal system. The medic says her life is not in danger but that her left arm is badly damaged and will require an orthopedic surgeon to save its function. Cadre Assess from -1 to -4 Ambo Approval rating based on response</p>
<p>HN Conventional Forces cleared Districts 9, 11, & 8.</p> <p>All Active cells deactivated and all deactivated cells destroyed.</p> <p>Heavy CIVCAS resulted in total loss of Human Network and Influence in those districts</p>	<p>HN AIRFORCE HAD A STRIKE ON NGO AID SITE</p> <p>All deactivated insurgent cells are made active through recruiting</p>	<p>NOTHING SIGNIFICANT TO REPORT</p>	<p>Ambo Requests PO forces to conduct an assessment of a radio station in district 10 to assist HN with messaging</p> <p>Requires ODA for security</p> <p>Must be done next round</p> <p>+2 Ambo Approval if executed</p>	<p>NOTHING SIGNIFICANT TO REPORT</p>

Figure 7. Event Cards 11–20

<p>FOREIGN FIGHTER FLOW OUT OF COUNTRY</p> <p>NO INSURGENCY GROWTH FOR TWO TURNS</p>	<p>SUCCESSFUL SURGICAL STRIKE OF VIPS</p> <p>NO INSURGENCY GROWTH FOR ONE TURN</p>	<p>INTEL REPORTING RELEASED TO PARTNER FORCE</p> <p>ALL MISSION SUCCESS MODIFIERS +1 NEXT ROUND</p>	<p>ISR ASSETS DEDICATED TO NEXT PF MANUEVER MISSION</p> <p>SF MISSION SUCCESS MODIFIERS +2 NEXT ROUND</p>	<p>NOTHING SIGNIFICANT TO REPORT</p>
<p>NOTHING SIGNIFICANT TO REPORT</p>	<p>NOTHING SIGNIFICANT TO REPORT</p>	<p>NOTHING SIGNIFICANT TO REPORT</p>	<p>NOTHING SIGNIFICANT TO REPORT</p>	<p>NOTHING SIGNIFICANT TO REPORT</p>

Figure 8. Event Cards 21–30

- d. Reset board for next round
- e. ADJUST ROUND MARKER: move the round marker one round to the right.
- f. Adjust ambo approval rating marker:
 - (1) Every even round completed: subtract 1 for rip/toa to adjustments
 - (2) No missions/training completed: 0
 - (3) One or more training mission success or limited effects – no failures: +1
 - (4) Failed mission: subtract 1 for each failed mission
 - (5) One critical failure: ambo approval at -4
- g. Adjust network status markers, influence status markers:
 - (1) Network status markers move down one level after every round until they reach their default level for that respective district. Markers adjusted due to actions that occurred during the current round remain on that level until the next round is complete. The same methodology applies to the influence markers. The network marker has green 1 and green 2. When a district goes to green (open), it goes straight to green 2. This allows it to stay open for two successive turns (6 months). When the marker is reset, it goes from green 2 to green 1, and after two turns of being open, it drops to neutral if no actions have been taken.
- h. Adjust insurgent cell markers (deactivated to activated)
 - (1) All deactivated cells return to active after 1 turn (3 months) of being inactive. Similar to the network and influence markers, if the cell

has been deactivated that round, it will remain deactivated through the next turn.

E. INSURGENT GAMEPLAY

1. Initial Insurgent Disposition (1st round only)

a. Roll three die and place two active cells in the corresponding district.

Repeat two more times. (6 active cells should be on the board)

b. Roll three die and place one active cell in the corresponding district.

Repeat two more times. (Total of 9 active cells should be on the board)

- *No district can be filled more than once during this initial growth

2. Insurgent Growth

- a. Roll three die to identify the district that will gain an active insurgent cell.
- b. Place 1 active cell in that district (if district influence is compliant (blue), a cell is not able to be established)
- c. REPEAT one or two more times if insurgent growth rate has been adjusted (Number of cells placed per turn is equal to the growth rate)

3. Insurgent External Support Cards (event cards)

- a. When an insurgent external support card is pulled:
 - (1) Move growth rate marker one to the right
 - (2) Role three dice two times and place one active cell for each district rolled **the same district can be rolled twice

F. PLAYER EFFECTS ON INSURGENT CELLS

1. Destroy

- a. 1 active cell removed from the district
 - (1) *If no active cells present- remove deactivated cell

2. Displace

- a. 1 active cell displaced to any adjacent district and deactivated
 - (1) *If no active cells present-destroy 1 deactivated cell

3. Deactivate

- a. Flip over 1 active cell
- b. Cell remains deactivated for 1 round

(1) *If no active cells present- displace 1 deactivated cell

G. INSURGENT SIGACTS

SIGACT occurs when a 4th active insurgent cell is established in a district (all cells must be active)

Do not place the 4th cell in the district if the three cells are active ***

Place one cell in each adjacent district

If one of the adjacent districts has 3 cells, a 2nd SIGACT occurs, place one cell in the adjacent district to the new SIGACT. (Omit the initial SIGACT district)

Move SIGACT marker up one for each SIGACT

If one of the 3 cells is deactivated, place the 4th cell in the district. If no action is taken when the deactivated cell(s) reactivate the next round, the SIGACT occurs.

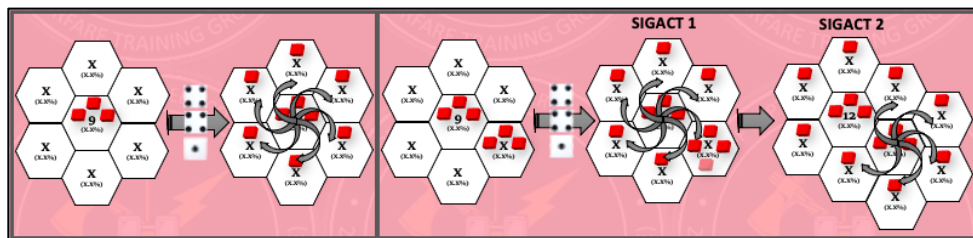


Figure 9. Insurgent SIGACTS

H. PARTNER FORCE

The game begins with:

- 1 untrained SF partner force

1 proficient CA detachment

1 proficient PO detachment

HN can stand up 3 additional maneuver forces with approval

Training proficiency of the partner force is a component of mission approval and increases probability of mission success

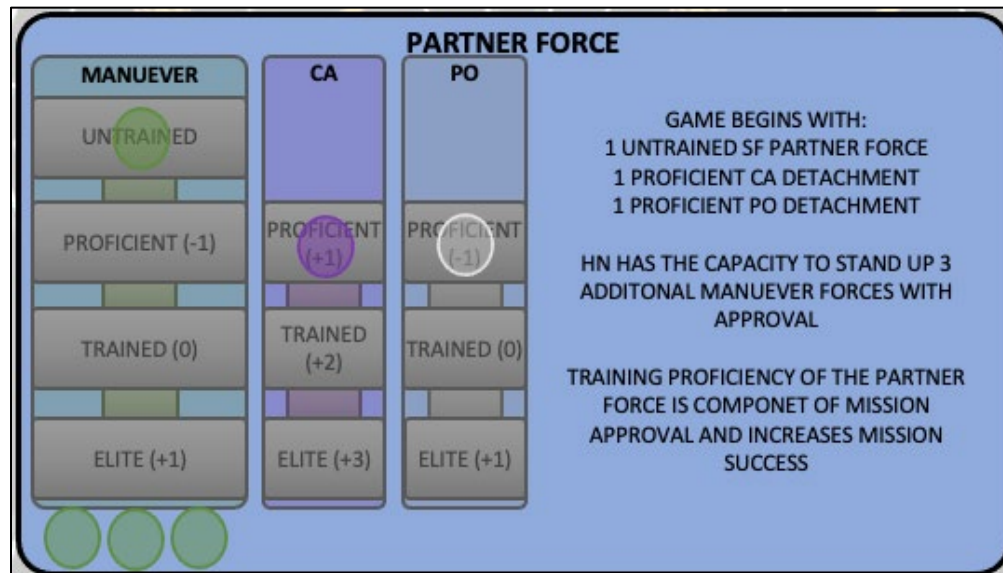


Figure 10. Partner Force

I. SPECIAL FORCES RULES AND ENGAGEMENT STRATEGY

1. Rules

1. Unrestricted travel by the RSO
2. No unilateral operations authorized
3. Split team operations authorized (reduces training efficiency by half)
4. Can advise two pf unit missions on one turn

2. Engagement strategy

- a. The Special Forces player enhances the host nation’s military capacity and capabilities and reduces the insurgent threat through their partner force. The number of insurgent cells in each district affects the probability of mission success for all players, and once the number of a cell exceeds three, a SIGACT occurs. For the SF Player to execute a mission, they must complete the following steps utilizing their mission chart on their player role cards, as seen in Figures 13 & 14.
- b. Identify the mission: For the SF Player, each mission requires a certain condition to exist to gain all the necessary approvals to reach execution. For example, to Build Capacity and Enhance Capabilities can be executed at any time and have blanket U.S. approval but requires concurrence from the partner force. To execute Advise, Assist, and Accompany Missions, a multitude of conditions must be met, and approval is not guaranteed. The possible missions are listed below.
- (1) Build Capacity: This successful action stands up a new Untrained Partner Force.
 - (2) Enhance Capabilities: This successful action increases one partner force unit’s proficiency but one level, for example, from untrained to proficient. If split team operations are conducted, the PF is only half-trained and requires another turn with a split team to increase their proficiency rating.
 - (3) Advise: In accordance with Joint Publication 3-22: Foreign Internal Defense, “the advise role is viewed as the least permissive and

generally allows U.S. forces to only train and advise at PF training locations but not go with the PF during operations.”²⁹

- (4) Assist: In accordance with Joint Publication 3-22: Foreign Internal Defense, “a U.S. role for assist, which is more permissive, can allow U.S. integration during PF operations with caveats that may restrict U.S. forces from physically going with the PF through their final assault. The assist role can permit U.S. forces and assets supporting PF operations during enemy engagement and attempts to provide U.S. capability support to the trained PF (i.e., U.S. intelligence support, air support, medical support).”³⁰
- (5) Accompany: In accordance with Joint Publication 3-22: Foreign Internal Defense, “the accompany role is the most permissive and allows U.S. integration with the FSF during all phases of their combat operations. A U.S. accompany role where U.S. advisors are authorized to accompany the trained FSF on operations normally includes advising and providing connectivity or U.S. control with U.S. supporting assets.”³¹
- (6) Select the Location: Training missions do not require a location to be identified. Operational missions require a location to be identified

²⁹ Joints Chiefs of Staff, *Foreign Internal Defense*, 1-12.

³⁰ Joints Chiefs of Staff, 1-12.

³¹ Joints Chiefs of Staff, 1-12.

first, as the conditions in that district will affect approval and success of the mission.

- (7) Identify Any Lead Time Requirements: No extended lead time is required for any of the SF missions. They can all be executed in the same turn that they request approval.
- (8) Gain Partner Force Concurrence: To gain partner force concurrence requires a successful 3d6 role in accordance with Figure 13. The probabilities of success vary by mission due to the respective resources and risk to force required for each mission set. No SF missions can be conducted without PF concurrence. If PF concurrence fails due to a PF Resource shortfall (Yellow), then the selects a random PF Shortfall Scenario Card. If the team of players can successfully navigate the scenario presented on the card, as approved by their instructor, they gain PF concurrence. If not, the mission is not approved. That scenario card is discarded after it is played.

<p>Team XX conducts strategic partnership building NLT 150001ZMAR35 IOT support country team objectives in the Country X. While you are driving to the training location from the team house your vehicle hits a little girl who walked out in front of the vehicle. The embassy immediately sends out their "fixer" to your location. He advises that you offer to pay the little girl's medical expenses out of OPFUND in order to prevent you and the driver from getting dragged into the host nation legal system. The medic says her life is not in danger but that her left arm is badly damaged and will require an orthopedic surgeon to save its function.</p>
<p>Your team is deployed under authority of DODD 2000.13. You are at the embassy and your DoS POC runs into you at the cantina getting coffee. She passes you an envelope. You open it and read the following: "If possible, I need your team to conduct an assessment of a hospital in District 9. We want you to fund repairs if possible. I'm afraid to send our medical personnel over there due to security concerns. You can take a couple of our Marine security guards with you if you want." Signed Ambassador Smith.</p>
<p>Team XX conducts Foreign Internal Defense NLT 150001ZMAR35 IOT build partner military capacity in Country X. The detachment NCOIC informs you that they are planning to use OPFUND to make some repairs to the shoot-house. They are just buying some plywood and old tires to fill with dirt for the backstop. The old walls are shot out and are a safety hazard.</p>
<p>You are part of a combined ARSOF element conducting a "Build Partner capacity" mission in Country X. Your element consists of a Civil Affairs Team with funding and authorities to execute both foreign humanitarian assistance and infrastructure development, a PSYOP Detachment (minus) with one PO Team and funding and authorities to support DOS and DOD approved messaging via print, radio, and TV; a Special Forces Team with authorities and funding to train foreign security forces. During your in-brief with the Ambassador, she asks you to help complete repairs on the radio station on the north side of the capital. She believes you have the authority to fund the repairs and offers to allow you to use two of the Embassy armored Toyota Land Cruisers to drive up to check out the radio station since your Army vehicles will not fit down the narrow streets in the old part of the city. She asks that you keep her informed of progress and wants you to have a big ribbon cutting ceremony once the repairs are complete. Once you get to the radio station you notice that the vehicles are almost out of fuel.</p>
<p>Team XX conducts Joint Combined Exchange Training NLT 150001ZMAR35 IOT foster partner military relations in the country of Country X. While you are at the training site, your partner nation counterpart informs you that their vehicles are out of fuel and asks if you can provide some for them. While you are discussing this with your NCOIC, you get a call from your POC at the embassy. She wants to know if you can set up a big farewell dinner for the closing ceremony. The Ambassador may come. She also wants to know if you can pay for the dinner out of OPFUND since you are the ones conducting the training. You must decide what authorities you would need in order to accomplish the following request OR determine that the request is not possible regardless of what authority you are operating under.</p>
<p>Your DoS POC calls you while you are still setting up security at your team house and says: "Slight change of mission. The new ambassador was just sworn in and called from the States to say he wants your team to focus on improving the human rights record of the Country X security forces in District 15. They are being accused of all kinds of things from extortion to rape but at least for now most of them have passed our human rights vetting. First, he wants them trained on human rights and the law of war and then he wants you to convince them to execute some humanitarian assistance projects that you can fund. He hopes to improve their image to the people and send a message that they are not the enemy and wants to know if you can fund some radio spots and a couple of billboards in the area to reinforce the image of the SECFOR."</p>

Figure 11. Partner Force Cards

- (9) Gain Embassy Approval: To gain Embassy Approval requires a successful 3d6 roll in accordance with Figure 13. This roll has a modifier. The current Ambassador approval rating is applied to the approval chart. For example, if there is a -2 Ambassador Approval Rating and the SF Player wants to conduct an Advice Mission, the player would need to roll a 9 -12 to be approved. (Not a 7 -14, which is what the chart reads without the modifier. The modifier is not applied to the roll of the dice but to the success window on the chart.
- (10) Gain DOD Approval: DOD approval is automatic for all training, but two requirements must be met for operational missions in support of the PF. The PF must have the requisite training proficiency, and the threat level, as defined by the number of SIGACTS, must be met as stated in Figure 8.
- (11) Ensure RSO Force Protection Requirements are Met SF Player can conduct missions in any district regardless of the threat level.
- (12) Attempt to Execute a Successful Mission: (Chart in Figure 14 and Modifiers on Figure 15) To successfully execute a mission, the SF Player must roll a 3d6 roll in accordance with Figure 8 after all modifiers are applied in accordance with Figure 8. To apply the modifiers, the player combines the score of each modifier for the respective partner force proficiency, the security level of the district, access, influence, and insurgent activity. That resultant number is used to modify the mission success chart, increasing or decreasing

the probability of success. For example, see the results of the chart after a +2 modifier is applied in Figure 8.

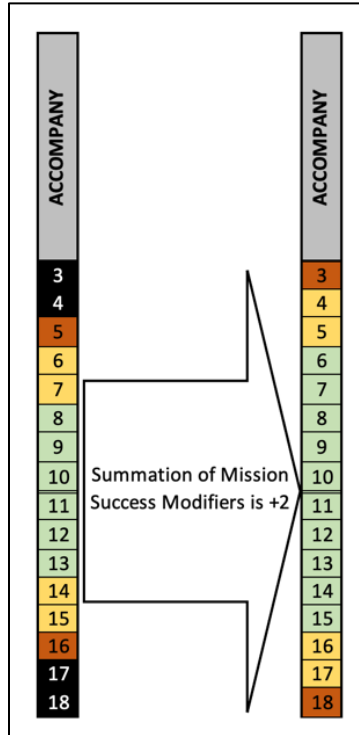


Figure 12. Mission Success Modifiers Application

3. Mission Outputs and Effects

- a. Once the mission outcome is identified as either Successful, Limited Effects, Failed Mission, or Critical Failure, the player refers to Figure 13 on their player card to identify the outputs and effects. All effects are immediate, and the other players benefit from the effects of the mission before them during the same turn.

SF MISSIONS					
MISSION	BUILD CAPACITY	ENHANCE CAPABILITIES	ADVISE	ASSIST	ACCOMPANY
LOCATION	N/A	N/A		SELECT LOCATION	
LEAD TIME	IMMEDIATE	IMMEDIATE	IMMEDIATE	IMMEDIATE	IMMEDIATE
PARTNER FORCE CONCURRENCE	*SEE PARTNER FORCE CONCURRENCE CHART				
EMBASSY APPROVAL	APPROVED	APPROVED	*SEE AMBO APPROVAL CHART		
DOD APPROVAL	APPROVED	APPROVED	MINIMUM PRF/ D+ SIGACTS	NO SPLIT TEAM OPS/ MINIMUM TRF/ 2+ SIGACTS	NO SPLIT TEAM OPS/ MINIMUM ELF/ 3+ SIGACTS
RSO REQUIREMENTS	APPROVED - ODA MEETS ALL RSO TRAVEL REQUIREMENTS - 3 MONTH DELAY AFTER SIGACT OCCURS				
MISSION	BUILD CAPACITY	ENHANCE CAPABILITIES	ADVISE	ASSIST	ACCOMPANY
OUTPUTS AND EFFECTS	ADD 1x PARTNER MANEUVER FORCE (UNF)	No training = (Untrained/ UNF) 3 months = maneuver unit (Proficient/ PRF) 6 months = maneuver unit (Trained/ TRF) 9 months = Elite Force (EF) ***SPLIT-TEAM OPERATIONS: 2x Training Requirement	0/1/1	0/2/1	1/1/1
			0/0/1	0/0/2	0/1/2
			0/0/0	0/0/1	0/0/2
			VEO INCREASE 1 CELL/ US LOSSES ACCESS AND PF UNIT UNABLE TO OPERATE FOR 1 TURN/	VEO INCREASE 1 CELL/ US LOSSES ACCESS AND PF UNIT UNABLE TO OPERATE FOR 1 TURN (EUP OVER)	VEO INCREASE 1 CELL/ US LOSSES ACCESS AND PF UNIT UNABLE TO OPERATE FOR 1 TURN/AMBO APPROVAL MOVES TO LOWEST RATING/ IF INFLUENCE MARKER PRESENT MOVES TO NONCOMPLIANT
			NO EFFECT ON VEO		

Figure 13. SF Mission Chart

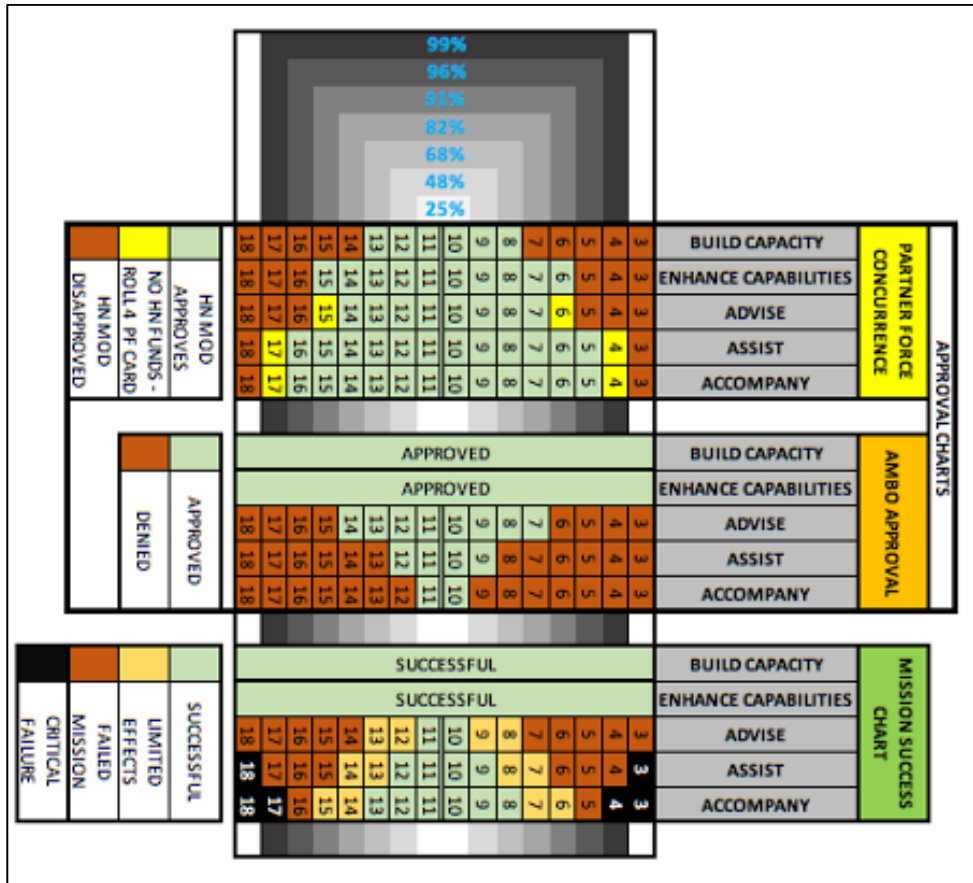


Figure 14. SF Approval and Success Charts

MISSION SUCCESS MODIFIERS			
PF PROFICIENCY	PRF	TRF	ELF
	-1	0	1
SECURITY	THREAT LEVEL C (RED)	THREAT LEVEL B (YELLOW)	THREAT LEVEL A (GREEN)
	-1	0	1
ACCESS	CLOSED (BLACK)	NEUTRAL (WHITE)	OPEN (GREEN)
	-1	0	1
INFLUENCE	NONCOMPLIANT (RED)	INDIFFERENT (GREY/WHITE)	COMPLIANT (BLUE)
	-1	0	1
ACTIVE INSURGENT CELLS	THREE	TWO	ONE
	0	1	2

Figure 15. SF Mission Success Modifiers

J. CIVIL AFFAIRS RULES AND ENGAGEMENT STRATEGY

1. Rules

- a. RSO requires a minimum of split ODA or trained maneuver PF to operate in threat level C locations
- b. Authorized to conduct unilateral operations without PF

2. Engagement strategy

- a. The Civil Affairs Player engages the civil population to gain access, information, and support for the host nation. Human Networks that the CA player can access and keep open will increase the probability of success for all players and can slow down and disrupt insurgent growth in the district they are operating.
- b. For the CA Player to execute a mission, they must complete the following steps utilizing their mission chart on their player role cards, as seen in Figures 16 & 17.
- c. Identify the Mission: For the CA Player, each mission requires a certain condition to exist to gain all the necessary approvals to reach execution. Additionally, the CA player's engagements strategy must be conducted in sequential order to set the conditions for their follow-on operations. For example, to Enhance Capabilities can be executed at any time and have blanket U.S. approval but still requires concurrence from the partner force.

To execute Civil Reconnaissance and Civil Engagement, Civil Military Engagements Locally or Regionally, and Evaluate a multitude of conditions must be met, and approval is not guaranteed. To do a CME in a location, the human network must be open, meaning a successful CR/CE mission must have been executed there within the last two turns (6 months), or it is a location at a threat level A that remains open.

- (1) Enhance Capabilities: This successful action increases one partner force unit's proficiency one level. For example, from untrained to proficient.
- (2) Civil Reconnaissance and Civil Engagement: "CA forces conduct CR across time and space in response to specific information requirements of the OE. This enhances the situational understanding and decision-making of the supported commanders. CR is a targeted, planned, and coordinated observation and evaluation of specific civil factors in the OE. CR strives to consider the human, physical, and information dimensions of the OE. CR is conducted systematically over time to observe certain civil factors. CA forces conduct deliberate or spontaneous CE with individuals or entities. CE is [designed to Establish and build relationships], Gather, confirm, or deny information related to subversive efforts and threats within the civil component and foster legitimacy or promote cooperation and unified action."³²
- (3) Civil-Military Engagements Local/Regional: "CME identifies and addresses critical civil strengths and vulnerabilities in under-governed and ungoverned areas or high-threat environments where host-nation authorities, the country team, or USAID cannot operate. These objectives are accomplished through the conduct of Civil

³² Department of the Army, *Civil Affairs Operations*, 1-7.

Affairs Operations.”³³ “Civil Affairs Operations are actions planned, coordinated, executed, and assessed to enhance awareness of, and manage the interaction with, the civil component of the operational environment; identify and mitigate underlying causes of instability within civil society, and involve the application of functional specialty skills normally the responsibility of civil government.”³⁴ Local CME addresses one district and regional CME targets that designated the district and all adjacent districts.

- (4) Evaluate: “Before, during, and after development, civil networks must be continuously evaluated based on the individual strengths, weaknesses, vulnerabilities, and motivations of the specific networks. Through development, civil network capabilities are increased, strengths are enhanced, and weaknesses are mitigated. Constant vetting is necessary for measuring and evaluating how and whether the direction and motivations of the developed civil network are in tandem with U.S. objectives. Civil networks developed to enable or provide governance must be continuously evaluated for appropriateness of action.”³⁵
- d. Select the Location: Training missions do not require a location to be identified. Operational missions require a location to be identified first, as the conditions in that district will affect approval and success of the mission.
- e. Identify Any Lead Time Requirements: Only mission that requires additional lead time is the Regional CME. To acquire sufficient resources and coordinate across multiple districts, the mission is not executed until

³³ Department of the Army, 5-9.

³⁴ Joints Chiefs of Staff, *Civil-Military Operations*, II-11.

³⁵ Department of the Army, *Civil Affairs Operations*, 2-15.

the following turn after all approval is granted. All other missions can be executed in the same turn that they request approval.

- f. Gain Partner Force Concurrence: To gain partner force concurrence requires a successful 3d6 role in accordance with Figure 16. The probabilities of success vary by mission due to the respective resources and risk to force required for each mission set. CA missions can be conducted without PF concurrence but do reduce the probability of success. If PF concurrence fails due to a PF Resource shortfall (Yellow), then the selects a random PF Shortfall Scenario Card. If the team of players can successfully navigate the scenario presented on the card, as approved by their instructor, they gain PF concurrence. If not, the mission is not approved. That scenario card is discarded after it is played.
- g. Gain Embassy Approval: To gain Embassy Approval requires a successful 3d6 role in accordance with Figure 16. This role has a modifier. The current Ambassador approval rating is applied to the approval chart. For example, if there is a -2 Ambassador Approval Rating and the SF Player wants to conduct an Advice Mission, the player would need to roll a 9 -12 to be approved. (Not a 7 -14, which is what the chart reads without the modifier. The modifier is not applied to the roll of the dice but to the success window on the chart.
- h. Gain DOD Approval: DOD approval is contingent on RSO threat assessment and requirements. If RSO requirements are met, the DOD will grant approval.
- i. Ensure RSO Force Protection Requirements Are Met: RSO requires a minimum of a split ODA or a Trained PF (CA PF or SF PF) to operate in Threat Level C locations. No restrictions on A and B.
- j. Attempt to Execute a Successful Mission: (Chart in Figure 17 and Modifiers on Figure 18) To successfully execute a mission, the CA Player

must roll a 3d6 role in accordance with Figure 17 after all modifiers are applied in accordance with Figure 18. To apply the modifiers, the player combines the score or each modifier for the respective partner force proficiency, the security level of the district, access, influence, and insurgent activity. That resultant number is used to modify the mission success chart, increasing or decreasing the probability of success. For example, see the results of the chart after a +2 modifier is applied in Figure 12 in the Special Forces section.

3. Mission Outputs and Effects

- a. Once the mission outcome is identified as either Successful, Limited Effects, or Critical Failure, the player refers to Figure 14 on their player card to identify the outputs and effects. All effects are immediate, and the other players benefit from the effects of the mission before them during the same turn.

CA MISSIONS					
MISSION	ENHANCE CAPABILITIES	OR+CE	CME LOCAL	CME REGIONAL	EVALUATE
LOCATION	N/A	SELECT LOCATION	MUST BE OPEN	MUST BE OPEN	POST CME LOC/REG MISSION
LEAD TIME	IMMEDIATE	IMMEDIATE	IMMEDIATE	3 MONTHS (1 TURN)	IMMEDIATE
PARTNER FORCE CONCURRENCE	*SEE PARTNER FORCE CONCURRENCE CHART/ CAN EXECUTE WITHOUT PARTNER FORCE IF ISO FORCE POSTURE ALLOWS				
EMBASSY APPROVAL	APPROVED	*SEE AMBO APPROVAL CHART			
DOD APPROVAL	APPROVED IF MEETS ISO SECURITY RESTRICTIONS *SPLIT TEAM SF DEGRADES SF MISSIONS OPERATIONS*				
ISO REQUIREMENTS	ISO REQUIRES MINIMUM OF SPLIT ODA OR TRAINED PF (CA OR SF PF UNIT) TO OPERATE IN THREAT LEVEL C (RED) LOCATIONS				
MISSION	ENHANCE CAPABILITIES	OR+CE	CME LOCAL	CME REGIONAL	EVALUATE
OUTPUTS AND EFFECTS	START: (Proficient CA/ PCA) 3 months = Trained CA unit (Trained/ TCA) 6 months = Elite CA (ECA)	Must be conducted successfully to open up the location for follow on CA operations (CME LOCAL, CME REGIONAL, EVALUATE) **Must return within 2 turns or VEO cells increase, only if present already	*DEACTIVATE IX VEO CELL FOR 1 TURN *DENIES VEO GROWTH FOR 1 TURN +1 FOR SF MISSION IN LOCATION	*DEACTIVATE IX VEO CELL IN LOCATIONS AND ADJACENT LOCATIONS. FOR 1 TURN *OPENS UP ADJACENT LOCATIONS (CAN CROSS BORDERS) *DENIES VEO GROWTH FOR 1 TURN IN HOST LOCATION +2 FOR SF MISSION IN LOCATION	DEACTIVATE IX VEO CELL / MAINTAINS ACCESS/ MAINTAINS SF MISSION ENHANCEMENT
			*DENIES VEO GROWTH FOR 1 TURN +1 FOR SF MISSION IN LOCATION	*DEACTIVATE IX VEO CELL FOR 1 TURN *DENIES VEO GROWTH FOR 1 TURN +1 FOR SF MISSION IN LOCATION	MAINTAINS ACCESS/ MAINTAINS SF MISSION ENHANCEMENT
			LOSS OF ACCESS TO LOCATION - MUST CONDUCT CE TO REGAIN ACCESS/ VEO CELL TAKES ROOT/ AMBO APPROVAL MOVES TO LOWEST RATING/ IF INFLUENCE MARKER PRESENT MOVES TO NONCOMPLIANT	LOSS OF ACCESS TO LOCATION AND ADJECENT LOCATIONS - MUST CONDUCT CE TO REGAIN ACCESS/ VEO CELL TAKES ROOT/ AMBO APPROVAL MOVES TO LOWEST RATING/ IF INFLUENCE MARKER PRESENT MOVES TO NONCOMPLIANT	LOSS OF ACCESS TO LOCATION - MUST CONDUCT CE TO REGAIN ACCESS/ VEO CELL TAKES ROOT/ AMBO APPROVAL MOVES TO LOWEST RATING/ IF INFLUENCE MARKER PRESENT MOVES TO NONCOMPLIANT
NO EFFECT ON VEO					

Figure 16. CA Mission Chart

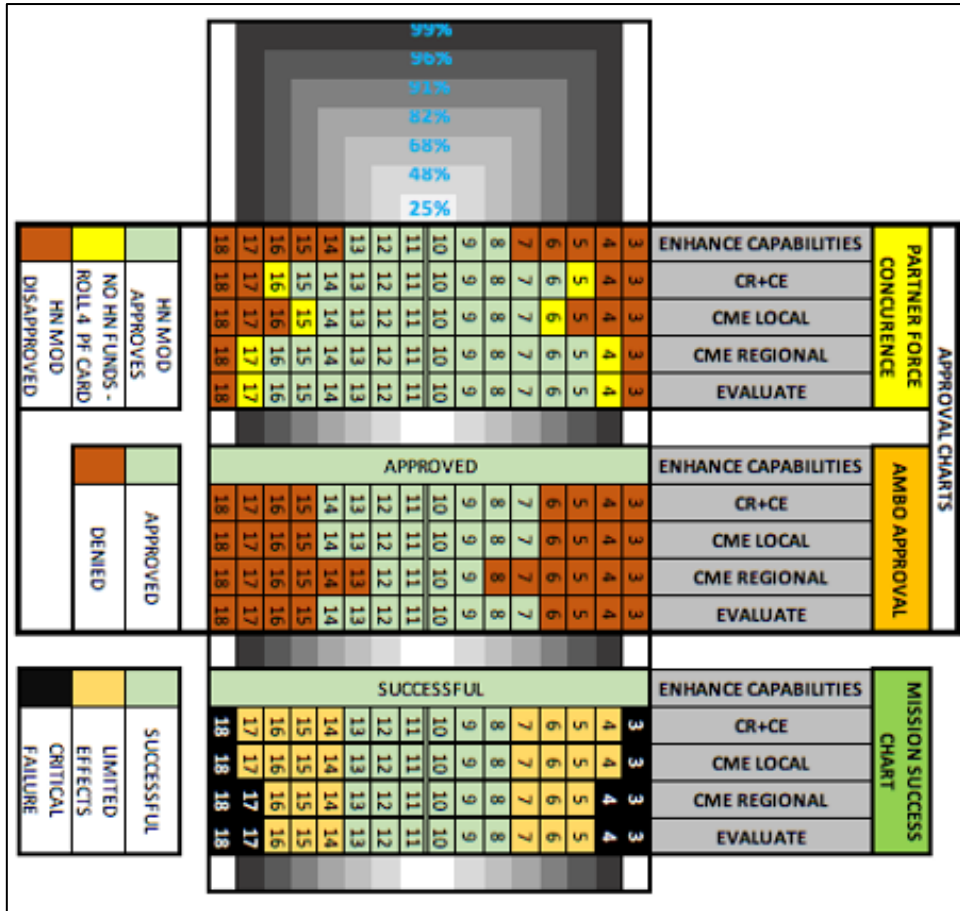


Figure 17. CA Approval and Success Chart

MISSION SUCCESS MODIFIERS				
PF PROFICIENCY	NO PF	PF	TRF	ELF
SECURITY	-1	0	1	2
	THREAT LEVEL C (RED)	THREAT LEVEL B (YELLOW)	THREAT LEVEL A (GREEN)	
ACCESS	-1	0	1	
	CLOSED (BLACK)	NEUTRAL (WHITE)	OPEN (GREEN)	
INFLUENCE	-1	0	1	
	NONCOMPLIANT (RED)	INDIFFERENT (GREY/WHITE)	COMPLIANT (BLUE)	
ACTIVE INSURGENT CELLS	-1	0	1	
	THREE	1 OR 2	ZERO	

Figure 18. CA Mission Success Modifiers

K. PSYCHOLOGICAL OPERATIONS RULES AND ENGAGEMENT STRATEGY

1. Rules

- a. Once a series is developed and approved for a district – embassy approval is not required for future use in that district
- b. Once a series is approved, and in use, additional series can begin development, only one series can be in development and approval process at one time
- c. Can only disseminate in one district per turn, unless ODA or CAT are on ground, then they can deliver another series concurrently.
- d. No RSO restrictions - all operations conducted remotely

2. Engagement strategy

- a. The Psychological Operations player analyzes the relevant populations, develops messaging series, and disseminates the messages to targeted populations to modify the behavior of the populations to act in support of the host nation’s objectives. Populations that the PO player can message successfully will increase the probability of success for all players and can slow down and disrupt insurgent growth in the district they are operating.
- b. For the PO Player to execute a mission, they must complete the following steps utilizing their mission chart on their player role cards, as seen in Figures 14 & 15.

- (1) Identify the Mission: For the PO Player, each action requires approval, and the TAA, Series development, approval, and dissemination must be conducted in sequential order. TAA must be current to execute Series Development, gain approval for a series or disseminate, so it must be reconducted every 4 turns (2 years). Each series is specific to one district, and once it is developed and

approved, it can be actioned for dissemination any subsequent turn with approval.

- (2) Enhance Capabilities: This successful action increases one partner force unit's proficiency one level. For example, from untrained to proficient.
- (3) Target Audience Analysis: "TAA is a detailed, systematic examination of PSYOP-relevant information to select Target Audiences that can accomplish a given Supporting Psychological Operations Objectives (SPO)."³⁶
- (4) Series Development: "A PSYOP series is all products and actions directed at one TA to achieve one SPO. PSYOP uses series in the same way a marketer or advertiser will use multiple media and multiple products to sell goods or services."³⁷
- (5) Series Approval: "PSYOP products go through both an internal and external approval process. External approval is sometimes difficult and time-consuming and involves the DoS, Interagency, DOD and occasionally Executive Approval as well as Host Nation concurrence."³⁸
- (6) Dissemination: "Dissemination is the delivery of a PSYOP product to its intended TA to achieve a SPO."³⁹

³⁶ Department of the Army, *Psychological Operations Tactics, Techniques, and Procedures*, FM 3-05.301 (Washington, DC: Department of the Army, 2003), <https://irp.fas.org/doddir/army/fm3-05-301.pdf>, 5-1.

³⁷ Department of the Army, 6-19.

³⁸ Department of the Army, 6-26.

³⁹ Department of the Army, 6-29.

- c. Select the Location: Training missions and TAA do not require a location to be identified. Series Development, Approval, and Dissemination are all specific to a location.
- d. Identify Any Lead Time Requirements: No extended lead time is required for any of the PO missions
- e. Gain Partner Force Concurrence: To gain partner force concurrence requires a successful 3d6 role in accordance with Figure 20. The probabilities of success vary by mission due to the respective resources and risk to force required for each mission set. Some PO actions can be conducted without PF concurrence but do reduce the probability of success. For Approval and Dissemination, PF approval is required.
- f. Gain Embassy Approval: To gain Embassy Approval requires a successful 3d6 role in accordance with Figure 20. This role has a modifier. The current Ambassador approval rating is applied to the approval chart. For example, if there is a -2 Ambassador Approval Rating and the player wants to conduct an Advice Mission, the player would need to roll a 9 -12 to be approved. (Not a 7 -14, which is what the chart reads without the modifier. The modifier is not applied to the roll of the dice but to the success window on the chart.)
- g. Gain DOD and Interagency Approval: DOD and Interagency approval is granted for training, TAA, and Development, but both require a 3d6 roll using Figure 20 for Approval and Dissemination.
- h. Attempt to Execute a Successful Mission: (Chart in Figure 20 and Modifiers on Figure 21) To successfully execute a mission, the PO Player must roll a 3d6 role following Figure 22 after all modifiers are applied following Figure 22. To apply the modifiers, the player combines each modifier's score for the respective partner force proficiency, security level of the district, access, influence, and insurgent activity. That resultant

number is used to modify the mission success chart, increasing or decreasing the probability of success. For example, see the chart results after a +2 modifier is applied in Figure 20 in the Special Forces section.

- i. TAA and Series Development require a 3d6 roll as well as Dissemination to determine if they were successful. The Approval action is successful if all approval is granted.

3. Mission Outputs and Effects

- a. Once the mission outcome is identified as either Successful, Limited Effects, Mission Failure, or Critical Failure, the player refers to Figure 19 on their player card to identify the outputs and effects. All effects are immediate, and the other players benefit from the effects of the mission before them during the same turn.

PO MISSIONS					
MISSION	ENHANCE HN CAPABILITIES	TARGET AUDIENCE ANALYSIS	SERIES DEVELOPMENT	APPROVAL	DISSEMINATION
LOCATION	N/A	COUNTRY WIDE (LASTS 4 TURNS)		SELECT LOCATION	
LEAD TIME	IMMEDIATE	IMMEDIATE	ACTIVE TAA REQUIRED	SERIES DEV IN DISTRICT REQUIRED/ ACTIVE TAA REQUIRED	APPROVAL REQUIRED/ ACTIVE TAA REQUIRED
PARTNER FORCE CONFORMANCE	REQUIRED	NOT REQUIRED/ RECOMMENDED	NOT REQUIRED/ RECOMMENDED	HN APPROVAL REQUIRED	HN APPROVAL REQUIRED
EMBASSY APPROVAL	APPROVED	APPROVED	APPROVED	REQUIRED	REQUIRED
INTERAGENCY APPROVAL	APPROVED	APPROVED	APPROVED	REQUIRED	REQUIRED
OOB APPROVAL	APPROVED	APPROVED	APPROVED	REQUIRED	REQUIRED
MISSION	ENHANCE HN CAPABILITIES	TARGET AUDIENCE ANALYSIS	SERIES DEVELOPMENT	APPROVAL	DISSEMINATION
OUTPUTS AND EFFECTS	START: (Proficient PO/ PPO) 3 months = Trained PO unit (Trained/ TPO) 6 months = Elite PO (EPO)	ANALYSIS ONLY CURRENT FOR 4 TURNS THEN NEEDS TO BE EXECUTED AGAIN	ONCE SERIES IS DEVELOPED FOR THAT SPECIFIC DISTRICT, IT DOES NOT NEED TO BE RECREATED AGAIN, PENDING APPROVAL AND CURRENT TAA IT CAN BE DISSEMINATED *Place a White Cube denoting the influence level of the district to designate that a series is developed for that district population.	ONCE SERIES IS APPROVED IT REMAINS AVAILABLE FOR DISSEMINATION PENDING SPECIFIC MISSION APPROVAL AND CURRENT TAA	DISTRICT INFLUENCE INCREASED TO COMPLIANT
					DISTRICT INFLUENCE INCREASED TO INDIFFERENT (REMAINS THE SAME IF ALREADY AT THAT LEVEL)
					NO EFFECTS ON INFLUENCE
					VEO CELL TAKES ROOT/ DISTRICT INFLUENCE REDUCED TO NONCOMPLIANT/ HUMAN NETWORK CLOSED/ AMBSO APPROVAL MOVES TO LOWEST RATING
NO EFFECT ON VEO					

Figure 19. PO Mission Chart

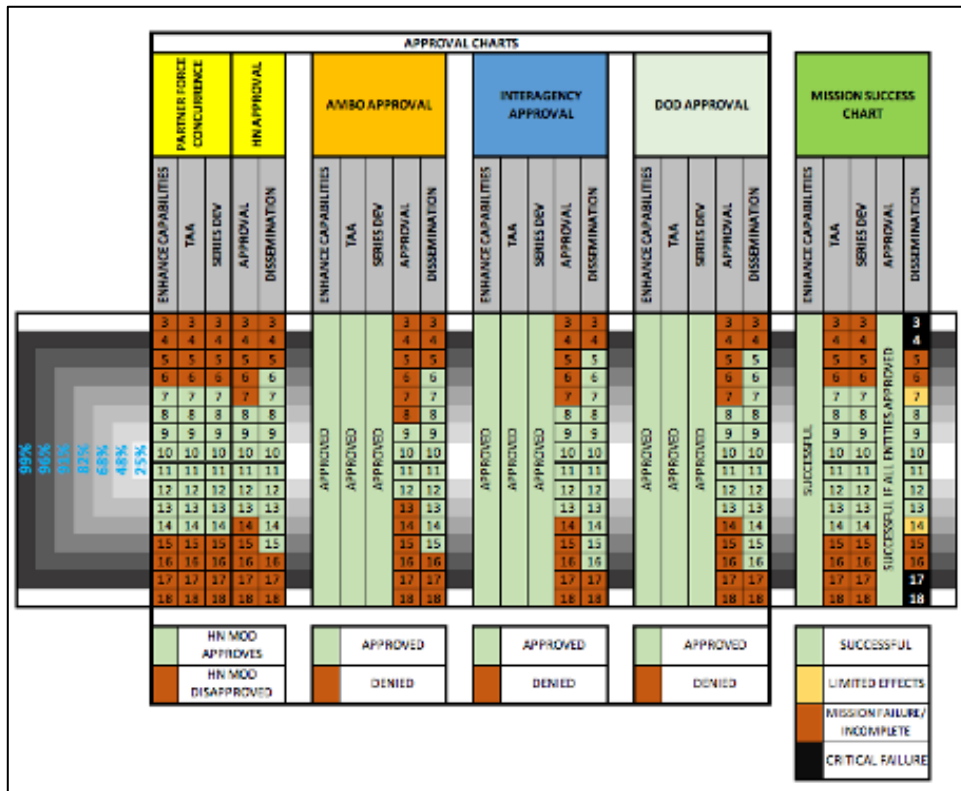


Figure 20. PO Approval and Success Charts

MISSION SUCCESS MODIFIERS				
FF PROFICIENCY	NO FF	POF	TIF	EIF
	-1	0	1	2
SECURITY	THREAT LEVEL C (RED)	THREAT LEVEL B (YELLOW)	THREAT LEVEL A (GREEN)	
	-1	0	1	
ACCESS	CLOSED (BLACK)	NEUTRAL (WHITE)	OPEN (GREEN)	
	-1	0	1	
INFLUENCE	NONCOMPLIANT (RED)	INDIFFERENT (GREY/WHITE)	COMPLIANT (BLUE)	
	-1	0	1	
ACTIVE INSURGENT CELLS	THREE	1 OR 2	ZERO	
	-1	0	1	

Figure 21. PO Mission Success Modifiers

V. CONCLUSION AND RECOMMENDATIONS

Future applications and expansion packs for the base game mechanics have been identified and require further study and development. Four applications of the game were identified for further development. These applications are integrated throughout the qualification course, integration into the operational training cycle, a training aid for partner force development, and ARSOF Recruiting.

The application throughout the qualification course would address the same core issues of limited time, resources and personnel needed to increase repetitions in training. The game's baseline mechanics are not AOR specific, allowing the game to be adapted to simulate any AO and add complexity to the game. To increase integration between the three ARSOF branches, each qualification course can have students execute the operations and strategies they are learning within the TTWG scenario to increase experience and display the applicability and interoperability with their fellow ARSOF officers. The application to the qualification course would also leverage the adaptability of the game to be applied to specific locations and scenarios. There is potential to have the units Intelligence Section (S2) incorporate their Intelligence Preparation of the Battlefield (IPB) into the TTWG scenario to familiarize the players with their AO and refine their engagement strategies and integration with adjacent SOF units in the TTWG environment. When working with a partner force, a potential method to show the value of establishing and enhancing their Special Operations capabilities is to utilize this TTWG. This can increase their understanding of special operations and improve training, especially in environments where limited authorities, permissions, and resources prevent the execution of training missions. The final recommendation for future application is within Special Operations Recruiting. The game is competitive by nature and shows the complexity of the SOF operational environment and the challenges officers face and must overcome. Future ARSOF officer recruits can play Partner of Choice and get a glimpse of what their future could be in ARSOF.

In addition to future game applications, we have identified modifications to enhance the game's effectiveness as a teaching tool. The integration of an enemy player controls the insurgency's growth and actions and conducts operations that are blind to the friendly players. The enemy player would be conducting their engagement strategy that would adapt to the friendly force's operations adding in combat multipliers that may be integrated into real-world operations.

The current game design and development aligned with the original intent of the game and incorporated game mechanics to simulate all the desired learning objectives. The gameplay and integration into the classroom environment also fell within the desired time requirements for onboarding new players and completing iterations of the game. The initial feedback from play-testers and within the three target groups further supported our thesis that a TTWG can be designed and integrated into the curriculum at ARSOF CCC that simulates their future operating environment, exposes players to roles and responsibilities of their future profession, and enhance the students understanding of the course material. Sixty-eight percent of Post -SOF Tactical Leaders believed Partner of Choice simulated the future operating environment very well. Also, 86% of that population group thought Partner of Choice would enhance students' understanding of their future roles and responsibilities. Seventy-eight percent of the instructors felt the TTWG would enhance the student's knowledge of the course material. All the students that played the game after the ARSOF CCC Program of Instruction believed the game at least moderately enhanced their understanding of the material; 80% thought the TTWG did this very well. Two of the students felt the game did it perfectly. The thesis sponsor, the ARSOF CCC, has already integrated Partner of Choice into their permanent Program of Instruction.

PARTNER OF CHOICE

1 2 3 4 5 6 7 8 9 10 11 12

INSURGENT CELLS

0 1 2 3 4
TA TAA TAA TAA

GROWTH RATE
1 2 2 3

SIGACTS

0 1 2 3 4

HUMAN NETWORK MARKERS

INFLUENCE MARKERS

SEQUENCE OF PLAY

AFTER SET UP IS COMPLETE

ONE ROUND:
A. INSURGENT GROWTH
B. EACH SF ELEMENT REQUESTS A MISSION EACH REQUEST CONCURS/CONCURRENCE/ APPROVAL EXECUTE MISSION IF CONCURS/CONCURRENCE/ APPROVAL ARE NOT MET A 2ND MISSION REQUEST CAN BE MADE FOR A LATER ROUND
C. FULL EVENT CARDS

*NATURAL CALICATE COMPETITION POINTS, ADJUST ROUND MARKER, ADJUST AMBO APPROVAL RATING MARKER, REVEAL DISTRICT STATUSES, INFLUENCE STATUSES AND WED CELL STATUSES

AMBO APPROVAL RATING

4 3 2 1 0 1 2 3 4

COMPETITION POINTS

4 3 2 1 0 1 2 3 4

PARTNER FORCES

MANEUVER	CA	PO
UNTRAINED (-1)	PROFICIENT (+3)	PROFICIENT (-3)
PROFICIENT (+1)	PROFICIENT (+2)	PROFICIENT (-2)
TRAINED (0)	TRAINED (+2)	TRAINED (0)
ELITE (+2)	ELITE (+3)	ELITE (+1)

EFFECTS ON INSURGENT CELLS

DISTRICT: Active cell can be removed from the game board at that location. This applies to a deactivated cell if the active cells present.

DISPLACE: Active cell that has been removed can be flipped over to designate it as deactivated. One of the deactivated cells will then be deactivated.

DEACTIVATE: Active cell removed from location can be flipped over to designate it as deactivated. The cell will remain deactivated for one round and then flipped back over to active. If there are no active cells in that location, one of the deactivated cells will be flipped over to become deactivated.

DISTRICT AND MARKERS

WED THREAT LEVEL: RED = 10, ORANGE = 8, GREEN = 6, BLUE = 4, PURPLE = 2

DISTRICT NAME: []

PROBABILITY OF WED GROWTH: []

HUMAN NETWORK ACCESS MARKER: []

INFLUENCE MARKER: []

INSURGENT EXTERNAL SUPPORT

A. MOVE GROWTH RATE MARKER ONE TO THE RIGHT

B. ROLL DICE TWO TIMES AND PLACE TWO CELLS FOR EACH DISTRICT ROLLED

INSURGENT SIGACTS
SIGACT OCCURS WHEN A 4TH ACTIVE INSURGENT CELL IS ESTABLISHED IN A DISTRICT (ALL CELLS MUST BE ACTIVE)

A. DO NOT PLACE THE 4TH CELL IN THE DISTRICT
B. PLACE ONE CELL IN EACH ADJACENT DISTRICT
C. IF ONE OF THE ADJACENT DISTRICTS HAS 4 CELLS A 2ND SIGACT OCCURS. PLACE ONE CELL IN THE ADJACENT DISTRICT TO THE 2ND SIGACT. EXCEPT THE INITIAL SIGACT LOCATION.
D. MOVE SIGACT MARKER UP ONE FOR EACH SIGACT

*IF ONE OR THE 3 CELLS ARE DEACTIVATED, PLACE THE 4TH CELL IN THE DISTRICT. WHEN THE DEACTIVATED CELLS REACTIVATE ON THE NEXT ROUND, THE SIGACT OCCURS.

PARTNER OF CHOICE

1 2 3 4 5 6 7 8 9 10 11 12

SCENARIO

U.S. Army Special Operations Command is deploying a Special Forces Operational Detachment Alpha, a Civil Affairs Team and a Psychological Operations Team to Country X in support of Department of State and Security Cooperation. The CIA, NSA, and other agencies have identified a need for the United States. Country X leader is a major and a major ally to the North. The US wants to help Country X leader to address the rising insurgency, maintain access and a strong partnership with Country X in order to remain consistent with a relationship with the United States and our near-past adversary. These teams deployed to Country X are the first special operations units to operate there. The teams will be working with the host nation partner forces and establishing all networks and points of influence.

HOW TO WIN

In order to **COMPLETE THE MISSION** in Partner of Choice the three players must work together to maintain access to Country X for 9 years (12 rounds) and prevent five SIGACTS from occurring.

If a SIGACT occurs, all players lose and the game ends.

WINNING partner of choice is a factor of how well the team cooperated and improved the conditions in Country X for future operations. Competition points will be calculated as follows:
* All sets of Roundmarkers (start of the game) Country X at 12

ENEMY SIGACTS: -4 FOR EACH SIGACT THAT OCCURRED

ACTIVE INSURGENT CELLS: -2 FOR EACH ACTIVE INSURGENT CELL

OPEN ICAI DISTRICTS: -2 EACH

COMPLAINT PPO DISTRICTS: -2 EACH

AMBO APPROVAL: EQUAL TO THE RATING

SF PARTNER FORCE: +1 FOR EACH ADDITIONAL PP (ANY TRAINING LEVEL) +1 FOR EACH TRAINED FORCE +1 FOR EACH ELITE FORCE

CA PARTNER FORCE: +2 FOR EACH TRAINED ICAI FORCE +2 FOR EACH ICAI CA FORCE

PO PARTNER FORCE: +1 FOR EACH TRAINED PO FORCE +2 FOR EACH ELITE PO FORCE

INFRASTRUCTURE: +1 FOR EACH TRAINED ICAI FORCE +2 FOR EACH ELITE ICAI FORCE

INITIAL CONDITIONS

The host nation security force that will serve as the PPO partner for the ODA is an untrained battalion sized element with no formal experience and no training. The majority of defense approval and resources will continue to be a challenge for the host nation and efforts will be made through the efforts of security cooperation to begin addressing these issues but will not be resolved quickly. The Civil Affairs partner force is a Civil Affairs Detachment that is assessed as proficient. The Psychological Operations PPO partner is a detachment size element that is assessed as proficient. Currently in Country X, reports indicate that an insurgent cell is operating. There have been no insurgent SIGACTS within country X at this time. Current authorizations for the ODA is restricted to train and advise only. The ODA is responsible for providing for assist and equipment resources, but currently approval is being denied and will be reconsidered if the threat increases. The current disposition and Country X team size ODA is a significant value added resource but are limited, do to the risk involved with their types of operation and ethical considerations that have caused national leadership to be very cautious. The PPO partner force will reach that they will provide the early of action as the security situation develops. Once the teams have proven they can successfully accomplish their training mission without any incidents and the teams are willing to support embassy initiation as well, mission approval will become easier.

MARKERS (ROUND/ SIGACTS/ GROWTH RATE/ AMBO APPROVAL)

SERIES MARKERS

INFLUENCE STATUS MARKERS

PARTNER FORCE

HUMAN NETWORK STATUS MARKERS

3x DICE

ACTIVE

DEACTIVATED

EVENT CARDS

INSURGENT EXTERNAL SUPPORT CARDS

INSURGENT EXTERNAL SUPPORT

TAAs

BOARD

PLAYER ROLE CARDS

SF

PO

<p>Team XX conducts strategic partnership building NLT 1500012MAR35 IOT support country team objectives in the Country X. While you are driving to the training location from the team house your vehicle hits a little girl who walked out in front of the vehicle. The embassy immediately sends out their "fixer" to your location. He advises that you offer to pay the little girl's medical expenses out of OPFUND in order to prevent you and the driver from getting dragged into the host nation legal system. The medic says her life is not in danger but that her left arm is badly damaged and will require an orthopedic surgeon to save its function.</p>
<p>Your team is deployed under authority of DODD 2000.13. You are at the embassy and your DoS POC runs into you at the cantina getting coffee. She passes you an envelope. You open it and read the following: "If possible, I need your team to conduct an assessment of a hospital in District 9. We want you to fund repairs if possible. I'm afraid to send our medical personnel over there due to security concerns. You can take a couple of our Marine security guards with you if you want." Signed Ambassador Smith.</p>
<p>Team XX conducts Foreign Internal Defense NLT 1500012MAR35 IOT build partner military capacity in Country X. The detachment NCOIC informs you that they are planning to use OPFUND to make some repairs to the shoot-house. They are just buying some plywood and old tires to fill with dirt for the backdrop. The old walls are shot out and are a safety hazard.</p>
<p>You are part of a combined ARSO element conducting a "Build Partner Capacity" mission in Country X. Your element consists of a Civil Affairs Team with funding and authorities to execute both foreign humanitarian assistance and infrastructure development, a POFOP Detachment (minus) with one PO Team and funding and authorities to support DOS and DOD approved messaging via print, radio, and TV, a Special Forces Team with authorities and funding to train foreign security forces. During your initial visit with the Ambassador, she asks you to help complete repairs on the radio station on the north side of the capital. She believes you have the authority to fund the repairs and offers to allow you to use two of the Embassy armored Toyota Land Cruisers to drive up to check out the radio station since your Army vehicles will not fit down the narrow streets in the old part of the city. She asks that you keep her informed of progress and warns you to have a big (short cutting) ceremony once the repairs are complete. Once you get to the radio station you notice that the vehicles are almost out of fuel.</p>
<p>Team XX conducts Joint Combined Exchange Training NLT 1500012MAR35 IOT foster partner military relations in the country of Country X. While you are at the training site, your partner nation counterpart informs you that their vehicles are out of fuel and asks if you can provide some for them. While you are discussing this with your NCOIC, you get a call from your POC at the embassy. She wants to know if you can get up a big farewell dinner for the closing ceremony. The Ambassador may come. She also wants to know if you can pay for the dinner out of OPFUND since you are</p>
Partner Force Shortfall Scenario 1
Partner Force Shortfall Scenario 2
Partner Force Shortfall Scenario 3
Partner Force Shortfall Scenario 4
Partner Force Shortfall Scenario 5
Partner Force Shortfall Scenario 6

<p>FOREIGN FIGHTER FLOW OUT OF COUNTRY NO INSURGENCY GROWTH FOR TWO TURNS</p>	<p>SUCCESSFUL SURGICAL STRIKE OF VIPs NO INSURGENCY GROWTH FOR ONE TURN</p>	<p>INTEL REPORTING RELEASED TO PARTNER FORCE ALL MISSION SUCCESS MODIFIERS +1 NEXT ROUND</p>	<p>ISR ASSETS DEDICATED TO NEXT PF MANUEVER MISSION SF MISSION SUCCESS MODIFIERS +2 NEXT ROUND</p>	<p>NOTHING SIGNIFICANT TO REPORT</p>
<p>NOTHING SIGNIFICANT TO REPORT</p>	<p>NOTHING SIGNIFICANT TO REPORT</p>	<p>NOTHING SIGNIFICANT TO REPORT</p>	<p>NOTHING SIGNIFICANT TO REPORT</p>	<p>NOTHING SIGNIFICANT TO REPORT</p>
EVENT CARD	EVENT CARD	EVENT CARD	EVENT CARD	EVENT CARD
EVENT CARD	EVENT CARD	EVENT CARD	EVENT CARD	EVENT CARD

<p>Team Leader Requested to escort HN VIP to TSO HQ</p> <p>TEAM LEADER SELECTED HAS MISSION SUCCESS RATE MODIFIER FOR TEAMS MISSION THIS ROUND (SF: 0/ CA: -2/ PO: -1)</p>	<p>OHADCA FUNDING FOR REGIONAL CME APPROVED FROM 2 YEARS AGO</p> <p>CAF is able to request approval to execute a Regional CME immediately. Does not require 3 month lead time.</p>	<p>REPORTS OF PARTNER FORCE HUMAN RIGHTS VIOLATION</p> <p>OPERATIONAL STANDDOWN FOR 3 MONTHS. TEAMS ARE REQUIRED TO PROVIDE HUMAN RIGHTS TRAINING TO THEIR RESPECTIVE PARTNER FORCES. NO OTHER TRAINING OR MISSIONS ALLOWED</p>	<p>HOST NATION MoD ASSIGNS ADDITIONAL UNIT TO RECEIVE TRAINING AND RUN COIN OPERATIONS</p> <p>NEW UNTRAINED PARTNER FORCE READY IMMEDIATELY FOR SF TRAINING AND OPERATIONS</p>	<p>When you are driving to follow from the team house your vehicle hits a little girl who walked out in front of the vehicle. The embassy immediately sends location for advice that you either to pick the little girl's medical expenses out of COPIED or order to prevent you will be charged from getting dragged into the medic says her life is not in danger but that her left arm is badly damaged and will require an orthopedic surgeon to save the function. Cadre Assist from -1 to -4 Ambo Approval being based on mission.</p>
<p>HN Conventional Forces cleared Districts 9, 11, & 8.</p> <p>All Active cells deactivated and all deactivated cells destroyed.</p> <p>Heavy CIVICAs resulted in total loss of Human Network and influence in those districts</p>	<p>HN AIRFORCE HAD A STRIKE ON NGO AID SITE</p> <p>All deactivated insurgent cells are made active through recruiting</p>	<p>NOTHING SIGNIFICANT TO REPORT</p>	<p>Ambo Requests PO forces to conduct an assessment of a radio station in district 10 to assist HN with messaging</p> <p>Requires ODA for security</p> <p>Must be done next round</p> <p>+2 Ambo Approval if executed</p>	<p>NOTHING SIGNIFICANT TO REPORT</p>
<p>EVENT CARD</p>	<p>EVENT CARD</p>	<p>EVENT CARD</p>	<p>EVENT CARD</p>	<p>EVENT CARD</p>
<p>EVENT CARD</p>	<p>EVENT CARD</p>	<p>EVENT CARD</p>	<p>EVENT CARD</p>	<p>EVENT CARD</p>
<p>INSURGENCY EXTERNAL SUPPORT</p> <p>A. MOVE GROWTH RATE MARKER ONE TO THE RIGHT</p> <p>B. ROLL THREE DICE TWO TIMES AND PLACE ONE ACTIVE CELL FOR EACH DISTRICT ROLLED **THE SAME DISTRICT CAN BE ROLLED TWICE</p>	<p>INSURGENCY EXTERNAL SUPPORT</p> <p>A. MOVE GROWTH RATE MARKER ONE TO THE RIGHT</p> <p>B. ROLL THREE DICE TWO TIMES AND PLACE ONE ACTIVE CELL FOR EACH DISTRICT ROLLED **THE SAME DISTRICT CAN BE ROLLED TWICE</p>	<p>INSURGENCY EXTERNAL SUPPORT</p> <p>A. MOVE GROWTH RATE MARKER ONE TO THE RIGHT</p> <p>B. ROLL THREE DICE TWO TIMES AND PLACE ONE ACTIVE CELL FOR EACH DISTRICT ROLLED **THE SAME DISTRICT CAN BE ROLLED TWICE</p>	<p>NOTHING SIGNIFICANT TO REPORT</p>	<p>OPFUND INVESTIGATION End of Fiscal Year OPFUND not properly documented. Next years FY funds held-FOIPA temporarily uncertified. Training only for next turn. (Roll: SF 1-2, CA 3-4, PO 5-6)</p>
<p>Chief of Station Requests Local Civil Engagement Mission in District 4 next turn.</p> <p>No approval needed. Automatic Ambo Approval following turn for all missions- if mission was a success. Don't execute or fail mission- 2 taken from Ambo Approval</p>	<p>Congressional Visit in 3 months</p> <p>1 team plan and execute visit for the the Defense Attaché. No Mission next turn - Automatic Ambo Approval following turn if successful visit. Roll 6-15 = success</p>	<p>RSO requests training for Capital Police Force from ODA</p> <p>Increases AMBO approval by 2 if completed or -1 for not conducting. *Not Authorized to train any force other than your PF. Brief response to Cadre</p>	<p>USAID requests CA site visit (CE/CR) in District 18 next turn</p> <p>No Ambo approval needed; if mission is successful, USAID partnership developed, and next Regional CME mission can be executed and approved immediately</p>	<p>FRAGO: Annual Exercise relocated to Country X in 5 months (two turns)</p> <p>All missions during exercise are executed as training missions. AMBO approval add 2 after that round</p>
<p>EVENT CARD</p>	<p>EVENT CARD</p>	<p>EVENT CARD</p>	<p>EVENT CARD</p>	<p>EVENT CARD</p>
<p>EVENT CARD</p>	<p>EVENT CARD</p>	<p>EVENT CARD</p>	<p>EVENT CARD</p>	<p>EVENT CARD</p>

APPENDIX B. PLAYTESTING QUESTIONNAIRE

Educational Special Operations Wargame Questions:

Pre-Game:

1. Were any of the wargame rules hard to understand and if so which ones and why?
2. Was the read ahead scenario sufficient in depicting a complete background in preparation for playing the wargame? If not, what would you add or subtract from the read ahead packet in order to improve player situational awareness prior to the start of the wargame?
3. What recommendations or changes would you implement in order to improve player preparation prior to the start of the wargame?

Game Play:

4. How would you improve the wargame board in order to present a more logical and coherent environment?
5. Were the requirements for winning the wargame achievable given the rules, strategies, and capabilities afforded to you as a player? If not, how would you alter the conditions to win in order to make them more achievable?
6. What player capabilities or game mechanics would you add or subtract in order to better reinforce the ARSOF curriculum?

Post-Game Play:

7. What parts of the wargame would you modify in order to improve their functionality?
8. What parts of the wargame would you eliminate?

Overall Game Play:

9. Is there any part of the wargame (design, gameplay, rules) that you would change that has not been covered in the previous questions?

Effectiveness of the Game: Circle the category(ies) you fall under and answer the respective questions:

Post-SOF Tactical Level Leader ARSOF CCC Instructor ARSOF CCC Student

a. Post-SOF Tactical Level Leader:

- a. Based on your experience, do you think the wargame simulates the future operational environment?

Not at all Slightly Moderately Very well Perfectly

- b. Based on your experience, do you think the wargame will increase future SOF leaders' understanding of their roles and responsibilities?

Not at all Slightly Moderately Very well Perfectly

b. ARSOF CCC Instructor:

- a. Do you think the wargame will enhance the students understanding of the blocks of instruction they received?

Not at all Slightly Moderately Very well Perfectly

c. ARSOF CCC Students:

- a. Do you think the wargame enhanced your understanding of the blocks of instruction you received?

Not at all Slightly Moderately Very well Perfectly

****PLEASE PROVIDE EXAMPLE EVENT CARDS FROM YOUR EXPERIENCE THAT WOULD HELP ENHANCE THE GAME:**

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