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THE URB-COIN GAME

ABT ASSOCIATES INC.  
14 Concord Lane  
Cambridge, Massachusetts

October, 1966

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Prepared by  
ABT ASSOCIATES INC.  
14 Concord Lane  
Cambridge, Massachusetts

A Report to  
THE ADVANCED RESEARCH PROJECTS AGENCY  
The Pentagon  
Washington, D. C.

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The final series of tests and demonstrations were conducted with the cooperation of Col. Pierce, PMST at Worcester Polytechnic Institute, Maj. George Schwenk of the 505th Army Security Agency Group, and Major Richard E. Miller of the Military Police Agency, Combat Development Command.

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# THE URB-COIN GAME

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## 1. SYNOPSIS

This report presents the results of a six month effort by Abt Associates Inc. to develop a game to simulate some of the major aspects of the terror phase of internal revolutionary conflict in an urban environment and to explore the feasibility of developing a computer model of urban insurgency based on game findings. Research on twenty selected cases of urban insurgency preceded development of the game, known as the ARPA URB-COIN GAME, which has been played eight times to date; five times in developmental test versions, and three times in its current operational form.

Game rules and procedures have been refined toward increasing realism and playability after the successive manual simulations. At present, the rules approximate their final form, although modifications will doubtless be made after future demonstrations.

This report deals with the URB-COIN game design, development and testing, and include the data from plays which have been held.

The URB-COIN game has not as yet been played a sufficient number of times to provide a data base for quantitative research findings.

## 2. CONCLUSIONS AND RECOMMENDATIONS

### CONCLUSIONS

1. The manual game and simulation design demonstrate the feasibility of modeling at least some of the major political, economic and military aspects of urban insurgency.

2. Operation of the manual game greatly clarified the subtle and complex interaction dynamics of responsive decision-making which are usually most difficult to model directly, thus reducing overall simulation design time. One of the principal trade-offs explored is that which resolves popular perceptions of the justifiable use of police power in the presence of a terrorist threat.

3. The manual game, simulating the terror phase of urban insurgency, appears to be a useful training device for non-expert personnel.

4. Display and logic requirements for a complex simulation appear to be determined most effectively by the operation of a manual game with substantive experts as players.

5. Research results from the URB-COIN game and any subsequent simulation based upon it will be limited by the fact that the present structure considers urban insurgency as an isolated phenomenon and does not treat its relationship to simultaneous insurgent operations in a rural environment.

### RECOMMENDATIONS

1. The URB-COIN, AGILE-COIN and POLITICA games should be integrated in order to observe the nature of a country wide insurgency including both urban and rural operations.

2. Both the URB-COIN and AGILE-COIN games should be expanded in order to simulate in greater detail the pre-violent, essentially political stage of insurgency.



3. Versions of both games or of an integrated game dealing with a specific geographic region at a specific time should be designed and programmed.

4. Versions of both games or of an integrated game should be designed and programmed in order to study the specifically economic aspects of insurgency.

### 3. PROBLEM APPROACH

#### 3.1 Utility of Simulation for COIN

The utility of simulation for counterinsurgency is the result of the complexity of the problem and the state of our knowledge about it. If the problems of counterinsurgency could be described in terms of a small number of variables, like most physical processes, mathematical analysis could soon solve them. If the state of social science knowledge were comparable to that of the physical sciences, in which most important variables and relationships can be defined quantitatively, direct mathematical analysis would possibly be more attractive a method than simulation.

The situation now is that we must deal as best we can with a complex problem that has not been described in quantitative form. Simulation is one way of moving from the qualitative to the quantitative, and from subjective impressions to objective analysis, theory building, experiment, theory correction, prediction, and control. And that is the final objective of our applied research--control of insurgencies.

What can simulation do that conventional social science research cannot? Simulation can integrate many diverse elements of knowledge about a complex process, where those elements must be so integrated to operate realistically because they are mutually dependent. Simulation is nothing but the dynamic exercise of a theory about a process in time, under varying starting conditions, constraints, and parameter values. As such, simulations are experiments with analogical models of complex systems such as social groups of military forces that cannot practically be manipulated for experimental purposes in real life.

The utility of simulation is therefore the utility of experimentation--basic to the conception, expression, correction, and refinement of theory. And a theory about a process is essential to its description, prediction, and control.

Simulation may take the form of manual games, man-machine games, or all-computer simulations, but they are all basically experiments with

complex systems comprising various values, combinations, and relationships of numerous variables. There may be something inelegant and 'brute-force' about 'cut and dry' experimentation by simulation techniques or any other--but it appears to be the only technique we have for learning about insurgency other than a series of costly wars.

### 3.2 Uses of Manual Gaming

A model is a simplified representation of objects, states of objects, and events. It is basically a theory about a situation representing the phenomenon involved in it. Its utility results from its manipulability in experiments, where experimentation with the real world subject of the model is impractical. Models can be used to describe, explain, predict, and control. In the case of modeling or simulating insurgency, we must resort to this form of experimentation because real world trials are too long and costly, and because the large number of qualitative variables preclude direct mathematical analysis.

Games such as the ARPA URB-COIN GAME are useful in helping to develop decision models, by providing tests of the relevance of variables and their structural relationships for specific problem contexts such as terror-phase insurgency. The relative significance of the qualitatively identified variables in internal revolutionary conflict is not clearly understood. Manual gaming clarifies their relative importance in the course of successive plays, providing information useful for quantitative weighting factors in a computer model simulation.

Games help develop model theory, suggest hypotheses for test, and test hypotheses. However, strong inferences cannot be drawn from game plays concerning decisions made in the reality simulated by the game, because the behavioral variables cannot be sufficiently controlled or measured. This is another reason why gaming is no substitute for model simulation, although it is a useful step toward model simulation.

Manual games offer at least three other important benefits. These are training, identification of data requirements, and direct stimulation of insights about the problem game.

The current degree of specialization in the social sciences and engineering arts (such as computer programming) limits the communication between substantive expert and model methodologist. Both experts and trainees can rapidly understand the rules and events of a COIN game,

and are thus able to interact with it critically and creatively. A game can be considered to be a device for integrating and communicating information.

Since the most critical early phase of internal revolutionary war involves political, social, psychological and cultural processes, it seems effective to experiment in an arena giving full play to human interactions. A "manual" game provides rapid, direct human interacting giving play to the social science variables of interest.

#### 4. GAME DESIGN

##### 4.1 Aspects of URB-COIN Chosen for Manual Gaming

The aspects of URB-COIN considered for simulation by manual gaming were those that appeared to offer the best match between relevant research needs and methodological capabilities. After considerable study, the terror phase of urban insurgency was chosen because the political, military and economic aspects of that stage are ill-understood, and also because the terror phase seemed amenable to study by means of gaming techniques.

It is generally agreed that the events of the terror phase frequently determine whether or not an insurgency "goes critical." This is the period at which the insurgents attempt to extend their popular support to groups beyond their already-established infrastructure, to build up their military capabilities while eroding those of the Government and to create chaos through terrorism and economic disruption. For gaming purposes, the insurgents were purposely left free to determine their own ideological character on the basis of Government policy and popular grievances.

Because of the nature of this phase, population loyalty and changes in economic status and military capability were chosen as the major problem variables for the manual simulation. Protagonists included Government, Insurgents and population, with the population groups divided along socio-economic lines. The combination of these three types of interaction (loyalty, economic transaction, military force) in various mixtures among the three types of actor groups and within the population groups readily lent itself to manual gaming as an experimental method.

Players were able to change loyalties, practice deceit, deception and terrorism and exert force where it seemed effective. Competition for loyalty, force capability and economic betterment encouraged player involvement and motivation on the one hand and simulated the cross-pressures to which people are likely to be subjected in a stress situation on the other. Belligerents were forced to make critically important choices between military and political objectives.

It was hoped that highly motivated players working within the game structure--a structure developed after considerable study of urban insurgency--might produce data which would have some relevance for real-world situations. Since the game has not been played enough to provide a sufficient data base for legitimate interpretation as yet, it remains to be seen whether or not the hopes are justified.

#### 4.2 How Well Does the Game Structure Fit the Intended Aspects of the Real-World Situation?

The game structure was intended to simulate one kind of "terror" phase in urban insurgency--the transition from Mao's Phase I to Phase II in an urban setting or, the transition from subversion to subversion accompanied by guerrilla warfare, economic disruption and terrorism. The Insurgents may see fit to persuade, threaten or terrorize population groups, to sabotage facilities or collect protection money from the owners. They may also force the Government to adopt unpopular measures of population control in the face of random violence or may engage in selective assassination among pro-Government population groups.

The game has deliberately been structured as a purely urban phenomenon. For purposes of the exercise, it is assumed that there is no insurgency going on in the countryside. This assumption is rather tenuous in the light of contemporary experience with "wars of national liberation" in which urban operations are often designed to support rural insurgency by forcing the Government to deploy large numbers of troops and police to guard against terrorist attacks on various facilities. At the same time, "National" forces are not available to be brought in as reinforcements for the Government side. The historical evidence, as indicated in Appendix A, is that such forces will virtually always be decisive, if they are both available (i. e., not tied down by operations in the hinterland) and loyal to Government directives. In essence, then, we are looking at a purely abstract isolated urban situation and are asking what would happen if external factors were eliminated. Consideration of the combination of urban and rural factors has been left for an anticipated integration of the URB-COIN and AGILE-COIN games. The game also excludes such factors as food and water supplies, control of which might be crucial should the Insurgents manage to get the population to the barricades.

Ideally, communications should be relatively rapid in an urban setting. For game purposes, a public address system, when available, would appear to be the best method of conveying news to the population. Oral announcements and/or "newspapers" may be used in the absence of a functioning public address system.

Insurgents, as illegal revolutionaries, may not compete overtly with the Government for popular loyalty, without exposing themselves to police action. Their identities are secret and their actions of necessity are covert. To complicate matters for the Insurgents, there also exists a Government Secret Police apparatus which may try to penetrate the Insurgent movement.

The Government, on the other hand, is required to deploy a certain amount of strength in order to protect fixed facilities from sabotage.

It must be emphasized that the game simulates only some of the salient situations in the transition from subversion to violence. It is assumed, for example, that neither belligerent side is initially penetrated by agents of the other side. In brief, the game concentrates on popular attitudes, economic motivations and military force to the possible exclusion of other relevant factors.



## 5. GAME DEVELOPMENT AND TEST

### Development History of the URB-COIN Game

The initial development phase of the URB-COIN study included a survey by Abt Associates Inc. staff of twenty ideologically and geographically diverse cases of urban insurgency which have taken place in the past century. (See Appendix A.) These examples were chosen in order to gain an insight into the operative factors which seem to effect the success or failure of urban insurgency in widely varying contexts and to isolate the elements which seemed most appropriate for simulation purposes.

After considerable analysis, a decision was taken to concentrate on the same phase of insurgency in an urban environment which the AGILE-COIN exercise simulates for the rural context. In this stage of transition from terror to guerrilla warfare, the Insurgents have already succeeded in organizing an infrastructure among the population and are beginning to have some military capability to engage in guerrilla operations against Government forces. The present structure of the AGILE-COIN and URB-COIN games makes it necessary to assume that the insurgency is confined exclusively to either rural or urban areas. The simulations therefore neglect the problems of tactical and strategic interaction between the two environments.

The first URB-COIN exercise was conducted by Abt Associates Inc. personnel on January 13, 1966. Since then, rules and procedures have been modified for increased realism and playability, but the fundamental concept of the game has remained the same.

Players were initially identified to each other as representing either population or Government. The population was in turn distributed among three classes: upper, middle and lower. Both Insurgents and Government Secret Police were disguised as members of the population. Population players were issued white chips to represent people in their group, while members of the belligerent teams received blue and red force chips to symbolize armed men. These armed men were able to fight each other on a one-to-one basis, but five population chips were deemed necessary to overcome one force chip.

In physical terms, the play area was divided into sections representing commercial, industrial, residential and slum sections of a city and a government headquarters. According to their role, players moved from

one section to another every five minutes in order to simulate normal population movements during the workday, evening and night. Lower class players, for example, would spend the worktime period in one of the city sections, depending on whether they were employed as laborers in industry, as service workers in the commercial section, as domestics in the residential section or unemployed, in which case, they would either remain "at home" in the slums or go looking for work in one of the other sections.

At the outset, all players were given a sum of money to represent a material standard of living. Players were encouraged to maximize their financial resources in the course of the simulation and those affected incurred an economic penalty when disruption of jobs took place due to strikes or sabotage.

Various operative problems arose in the course of this exercise which were subsequently corrected by rule changes and procedural refinements. Changes were also made in the direction of greater realism. Problems and modifications were as follows:

1. There was considerable confusion between population and force chips issued to the various players, and as to how the population chips were to function in military engagements. Initially, an exchange rate was established through which population chips could be exchanged for force chips at a set ratio. This solution proved inadequate and was modified after the second play. (Population and arms chips can no longer be exchanged for each other; and arms chips represent arms only, not armed men.)
2. Search methods in the first game were found to be both time-consuming and potentially embarrassing. A procedure was therefore introduced whereby police searches were conducted through Control. The person searched was required to show all chips and money in his possession to Control, who would then convey the information to the searching policeman.
3. Confusion existed among the players about the requirements of upper, middle and lower class roles, which led to the development of micro-scenarios to give the players a better idea of their roles and to indicate the sections of the city in which they were to work. Microscenarios were also used to simulate a more complex social structure, in that the middle class was decomposed into professional-managerial and lower middle-class shopkeeper groups. The lower class was differentiated into employed and unemployed workers with appropriate attitudes assigned. Insurgents and Secret Police were given 'covers' within the population groups.

4. It was decided to assign to the Insurgents a sanctuary where they could hide, plot or hold prisoners. This idea proved impracticable for a variety of reasons (principally the inevitable Government 'blockade' of such sanctuaries) and was later modified. (Sanctuaries can now be located anywhere outside the immediate play area, and traffic to and from them is 'covered' by general traffic by all players.)

5. To facilitate terrorism and sabotage, the insurgents were to be provided with "bomb" cards. Bomb rules have also had to be clarified.

6. To permit more time for players' planning, moves were increased from five to ten minutes duration (from fifteen-to twenty-minute 24-hour cycles, divided into two rather than three moves.

These changes were incorporated into the second URB-COIN play at Abt Associates Inc. on January 20, 1966. The insurgent sanctuary proved to be a major problem at this time because the police knew its location and so were able to keep it under surveillance and to engage anyone coming out of it. This proved extremely unrealistic, but it was hoped that a sanctuary further removed from play area might minimize the problems.

Another change which seemed advisable after the second play was to eliminate "force" chips and exchange rates in favor of issuing white "population" chips to all players and blue chips representing weapons to the police and to the insurgents. The police were given more arms than men, the Insurgents more men than arms. The winner in a military engagement was assumed to have captured the arms lost by those killed on the losing side. This mechanism also gave the Government the option of arming the population, a move which real-world Governments have often actually made. Further, a revision in casualty calculation, which had earlier been based on the one used in the ARPA AGILE/COIN rural insurgency game, was devised on the assumption that the smaller unit would be able to break contact in an urban setting and escape through alleys, sewers etc.

The third and fourth exercises at the United States Air Force Academy on January 27, 1966 demonstrated the need for pre-casting participants. Also pointed out was the utility of having a public address system to announce news to the population. This worked quite effectively and led to a decision to use a newspaper device in future plays should public address facilities not be available. Also suggested was the fact that the various facilities in the different sections of the city be clearly marked.

One of the major operational problems which appeared in the Air Force Academy demonstrations was the fact that it was impossible to determine the size of a belligerent unit before an engagement because population and arms chips were carried out of sight. This difficulty has since been solved by requiring all players to wear their white "population" chips on a "chiplace" around their necks. The size of any group may then be immediately determined.

The insurgent sanctuary also remained a problem in that although the police were prohibited from attacking it or setting ambushes outside it, they were still able to identify insurgents by watching traffic to and from the sanctuary. The solution, which brings the game closer to reality, was to abolish the invulnerable sanctuary altogether and to substitute a rule which allows players to spend one-fourth of their time visiting the "country". Insurgents have been advised to set up a secret headquarters outside the play area which they may move at their discretion. In this way, the Insurgents have a sanctuary which is free from Government attack because military engagements are prohibited in the "country". At the same time, the Government does not know that an Insurgent headquarters exists but may gain the fruits of surveillance should its intelligence apparatus discover the Insurgents' whereabouts.

Another difficult area was circulation control - how to assure that players went to their assigned sections of the city when they were supposed to do so. The corrective mechanism adopted was to reduce the initial money payments to each player to the level of previous savings and to pay each player at a specified rate at the end of each workday period. If the player is not present in his assigned work area, he will not be paid. This mechanism also gives greater impact to economic disruption penalties.

An economic mechanism was also adopted in order to modify the ability of the police in previous plays to carry out wholesale searches of population members without incurring the popular resentment which such activities do in fact encourage in a real-world situation. After the fourth play - one in which indiscriminate arrest played an important part - a new rule was devised whereby any player arrested and/or searched by a belligerent must forfeit a day's wages to Control. Players may be compensated for false arrest, but such compensation will naturally deplete belligerent financial reserves.

These changes were incorporated into a test play with members of the Army ROTC unit at Worcester Polytechnic Institute. For the most part, the mechanical fixes were proved out, although it was apparent that the free play nature of the game did not result in adequate documentation for detailed post-game analysis of the interaction of factors present in the exercise. A set of forms were therefore devised for both players and umpires, on which sufficient information can be recorded during the course of the exercise to enable a post-game reconstruction of the action. In order to facilitate the use of these report forms, an explicit log-in procedure was adopted for players entering an area. Once this procedure was developed, it became apparent that it would also greatly alleviate the problems of circulation control, search and seizure, and arms concealment which have been mentioned above.

This final version of the game was successfully tested on 17 April 1966 at the Boston Army Base with personnel of the 505th Army Security Agency Group. This test play resulted in only minor textual changes to the game rules and umpire instructions. The game, in its current form, was then demonstrated in two plays on 17-18 May 1966 at Fort Gordon, Georgia, with personnel of the Army Civil Affairs School, the Military Police School, and the Military Police and Civil Affairs Agencies, Combat Development Command.

A complete set of the final games rules and associated materials is given in Appendix B.

The final version of the game involves conflict between 3 groups - Government, Insurgents and population - with provision for further conflict between the various socio-economic classes among the population. It includes specific provisions for the following actions:

1. Expression and tabulation of loyalty by population players.
2. Conflict between socio-economic classes and within the classes themselves.
3. Definition of winners.
4. Changes in players' resources.
5. Military engagements.
6. Casualty calculations, including cross-fire losses to the population.
7. Population capability to resist belligerent actions.
8. Population capability to take up arms.
9. A police network, including both civil and secret police with their own communications.
10. A public information system.
11. Constraints on force deployment.
12. Propaganda.
13. Sabotage, bombing, terrorism and assassination.
14. Creation of clandestine infrastructures.
15. Economic disruption
16. Strikes, rioting, popular protest.
17. Spying and intelligence gathering.

Displays of the major game variables and events are maintained by Control while the game is in progress. Game summaries and results of post-game analyses are shown in Appendix C.

APPENDIX A  
HISTORICAL CASES OF URBAN INSURGENCY

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URBCOIN SURVEY

Historical Cases of Urban Insurgency - 20 Examples

Name and Place	Duration	Insurgents: Name & Number	Government: Name & Number	Total population of area	Winning Party: (Insur., Gov't or 3rd party)
ATHENS, GREECE Left-wing insurrection	12/1/44 to 12/24/44 (25 days)	EAM & ELAS (its army) 12,000 - 25,000	British troops: 5,000 at beginning & rein- forcements?	400,000	Immediate: British forces Long-range: Greek royalists
<b>Explicit (or inmanifest) Causes</b>	<b>Latent Causes</b>	<b>Method of Termination</b>	<b>Reasons for Success</b>		
ELAS refusal to disarm as British forces ordered, without right-wing Royalist group being disarmed also.	No real government present except British liberators; Communist attempt to establish government before British returned the monarchy	British military superiority established; Cease-fire conference between Churchill, Eden and EAM-ELAS. Some points conceded to EAM, but eventually reneged by Royalists	British had a large, mobile and well-equipped force (planes & tanks used), were able to move in reinforcements at edges while original British force still held center of city. Some help from Greek Rightists.		

## URBCOIN SURVEY

### Historical Cases of Urban Insurgency - 20 Examples

Name and Place	Duration	Insurgents: Name & Number	Government: Name & Number	Total population of area	Winning Party: (Insur., Gov't or 3rd party)
BERLIN, GERMANY Spartacist Up- risings	6/12/18 to 6/19/18 (8 days)	Spartacists and Al- lies: indeterminate but very large num- ber	Approx. 10,000 troops in January, 1919. More later.  Freikorps	2,100,000	Government and Right-wing military. Socialists Govern- ment increasingly isolated.
<b>Explicit (or manifest) Causes</b>	<b>Latent Causes</b>	<b>Method of Termination</b>	<b>Reasons for Success</b>		
Communist program "to eradicate capitalism root and branch." Used a variety of incidents as rationale for specific demonstrations.	Communists were able to capitalize on widespread disaffection as a result of defeat in war and the sub- sequent severe socio- economic dislocation. Were also able to gain allies among the left wing of the Independent Socialist Party.	Spartacists crushed, leaders killed. Socialist government forced to move more and more toward right-wing military.	Government eventually forced to raise sufficient military force to insure order. Insurgents sealed in city, unable to with- stand concerted military assault with artillery, etc.		

URBCCOIN SURVEY

Historical Cases of Urban Insurgency - 20 Examples

Name and Place	Duration	Insurgents: Name & Number	Government: Name & Number	Total population of area	Winning Party: (Insur., Gov't or 3rd party)
EAST BERLIN	6/16/53 to 6/20/53 (5 days)	Workers and demon- strators; strikers: 25,000-50,000 (100,000 revolted in Saxony, disarmed 2,000 East German police)	Soviet troops: 25,000 (1st & 14th Mechan. Divisions)	1,000,000-1,200,000 (15 dead, 120 wounded)	Government
<b>Explicit (or manifest) Causes</b>	<b>Latent Causes</b>	<b>Method of Termination</b>	<b>Reasons for Success</b>		
May 28 Government stipulating 10% increase in work norms	Austerity of life imposed by recent 5-year plan. Desire for resignation of East Germany government and free elections.	3 hours after workers began march, Communist Comminique revolved 10% work norm. Police made no effort to stop demonstrators. Soviet troops moved in, quelled demonstrators, shut off city. 3,000 demonstrators arrested. Regime promised some reforms, blamed West for riots.	Evidence of nameless, faceless underground. Rioters were unable to obtain arms, or aid from West Berlin. Strength of Soviet counter-thrust, especially army.		

**URBCCOIN SURVEY**  
**Historical Cases of Urban Insurgency - 20 Examples**

Name and Place	Duration	Insurgents: Name & Number	Government: Name & Number	Total population of area	Winning Party: (Insur., Gov't or 3rd party)
BOGOTA, COLOMBIA (Bogotazo)	4/9/48 to 4/12/48 (4 days)	Communists: 8,000 Claimed sympath- izers: 40,000 (5,000 killed) Young rioters (hence mob 20,000- 100,000) \$150,000,000 da- mage.	Police: 5,000 Armed forces approx: 10,000 (reinforcements from outside city called Fa)	400,000-500,000	President and armed forces
<b>Explicit (or manifest) Causes</b>	<b>Latent Causes</b>				
Leftist leader Gaitan assassinated, popular resentment led to selection of property, 9th Pan-American Conference and Conservative leader Gomez as scapegoat.	Abolition of sharecropping in 30's caused influx of poor peasants to Bogota. Ruling liberals split for 1946 elections, Ospina el- ected as conservative, Con- gress Liberal. Ospina failed to appease radical liberals, petroleum strike led to riots, repressed by army. Conservative Gomez began reprimands against liberals, inciting Commun- ist agitation.				
<b>Method of Termination</b>				<b>Reasons for Success</b>	
Communications from palace kept open. All members of Congress drive out. Martial law declared. President refused to resign. Coal- ition regime formed to appease leftists. Reign of Terror followed (300,000 Colombians killed)				Open revolt centered on palace attack. Lack of rebel leadership, prepar- edness and ideology. De- termination of President not to yield. Loyalty of armed forces to President.	

URBICOIN SURVEY

Historical Cases of Urban Insurgency - 20 Examples

Name and Place	Duration	Insurgents: Name & Number	Government: Name & Number	Total population of area	Winning Party: (Insur., Gov't or 3rd party)
BUDAPEST, HUNGARY Hungarian Revolution	-10/23/56 to 11/4/56 (25 days)	145,000 in symp.- thetic Hungarian Army Approx. 50,000 insurgents in city	200,000 Soviet troops in and around Budapest 15 divisions 5,000 tanks	City: 1,780,000	Government and U.S.S.R.
<b>Explicit (or manifest) Causes</b>	<b>Latent Causes</b>	<b>Method of Termination</b>	<b>Reasons for Success</b>		
Cumulation of de-Russianizing of Poland and de-Stalinization of U.S.S.R. 21 October - Gomulka elected in Poland, Soviet Defense Minister left Poland. Truly spontaneous work stoppage around city.	Dissatisfaction with local Stalinists Rakosi and Gero, who had a shaky control of the party 'apparatus'. Popular approval of former premier Imre Nagy, who had been removed by Rakosi and Gero in 1955. Nationalists' sentiments directed against Soviet occupation since World War II, U.S. promises of aid.	Soviet troops and tanks finished destroying the last pockets on 11/14/56, but the rebellion had been stopped in Budapest on 11/4/56 by massive tank movements in the city.	Overwhelming numbers of Soviet troops (non-Russian speaking Asiatics, who were not amenable to conversion by the Hungarians) were able to kill 25,000 (est. U.S.) Hungarians. Failure of U.S. to lend the expected support to the insurgents. Arrest of insurgent leaders who were invited to negotiate by the Soviet command.		

**URBICOIN SURVEY**

**Historical Cases of Urban Insurgency - 20 Examples**

Name and Place	Duration	Insurgents: Name & Number	Government: Name & Number	Total population of area	Winning Party: (Insur., Gov't or 3rd party)
CANTON, CHINA Huang Hua Kang (Yellow Flowers [?]) Revolt	4/27/11 (1 day)	400 in special as- sault groups. (400 more left out be- cause of error in timing). "Several hundred" city guards also joined, large "army" never re- ceived arms.		900,000	Immediate: Government  Long range: Revolutionaries of the more extreme variety. Solid citizen types wiped out.

A6

Explicit (or manifest) Causes	Latent Causes	Method of Termination	Reasons for Success
Attempt by Sun Yat-sen's T'ung Meng Hui Party to spark a nation- wide revolution against the Manchu dynasty.	Manehus corrupt, regime degenerate. Nation beset by colonialists. Younger nationalists sought end of dyrasty, restoration of national state, social re- form, republican govern- ment.	Rebels crushed militarily. Rebel leader escaped to Hong Kong. "72 martyrs" commemorated, though losses were in fact much higher.	Governor informed of plot beforehand. Reinforcement at hand because of earlier assassination of Manchu official. Government move on cells caused plotters to rise immediately, thereby ruining carefully-laid plans. Only half the as- sault groups ready, trou- ble with identification led to fighting between assault groups and city guards on their side. Also, "New Army" failed to receive arms and general rebel- lion failed to spread from Canton.

URBCOIN SUKVEI

Historical Cases of Urban Insurgency - 20 Examples

Name and Place	Duration	Insurgents: Name & Number	Government: Name & Number	Total population of area	Winning Party: (Insur., Gov't or 3rd party)
CARACAS, VENEZUELA	Various incidents, 1960-1962	MIR coalition with Communists (PCV) and others (hard-core approx. 1,000)	10,000 Army Police?	700,000 (May, 1962 dozen men killed, military revolt) (June, 1962, mili- tary revolt, 400 dead, 2,000 wound- ed)	Betancourt and moderates
<b>Explicit (or manifest) Causes</b> (November, 1960) Betancourt coalition began to crum- ble. Leftist FALN formed following 1962 suspension of constitutional guarantees.	<b>Latent Causes</b> Relaxation in pace of re- forms by Betancourt after 1959. Youth movement re- sentful, expelled in April, 1960, formed MIR and joined Communists (PCV). Constitutional guarantees suspended Nov., 1960, in effort to quell terrorism.	<b>Method of Termination</b> Betancourt built up faith of armed forces. Finally, mass arrests of extreme leftists in 1963 and successful elections.	<b>Reasons for Success</b> Betancourt continued pace of established reforms, kept economy stable. Armed forces, remained faithful to Betancourt, without becoming repres- sive. Definite and effective steps taken against extremist activities.		

URBCOIN SURVEY

Historical Cases of Urban Insurgency - 20 Examples

Name and Place	Duration	Insurgents: Name & Number	Government: Name & Number	Total population of area	Winning Party: (Insur., Gov't or 3rd party)
DUBLIN, IRELAND Easter Rising	4/24/16 one week (7 days)	16,000 in Iris'. Volunteers but only 2,000 present in initial stage. Later gained some mass support, especially transport workers.	Relatively small number of troops with later re- inforcements. Much better armed. Used artillery on rebel posi- tions.	305,000	Government immediately. Extremist Rebels - later. Easter Rising leaders be- came martyrs. Turned sup- port from moderates to extremists.
<b>Explicit (or manifest) Causes</b>	<b>Latent Causes</b>	<b>Method of Termination</b>	<b>Reasons for Success</b>		
Irish Volunteers feared reprisals by British government after capture of Casement. Hoped to seize power by a bold stroke. Extremist faction of Sinn Fein. Hoped to take advan- tage of British involvement in World War I. German aid expected.	Irish nationalism particu- larly strong among ex- tremist intellectuals who saw Ireland's opportunity in England's distress. Several centuries of Irish resistance on cultur- al, religious and ethnic as well as political grounds had much to do with the general anti-British feel- ings among the population at large.	British military reduced strong- holds in center of Dublin. Artil- lery and resultant fires especial- ly effective. 2,000 rebels jailed, 15 leaders later executed.	1. Rebel plans poorly made, leadership roman- tic. 2. German aid never arrived. 3. No mass rising be- cause, partially, of war situation. 100,000 Irish in British army. 4. No effective spread to rest of Ireland. Only brief and scattered outbreaks. 5. Rebels poorly armed. Military positions unten- able without outside aid, which never materialized.		



URBCOIN SURVEY

Historical Cases of Urban Insurgency - 20 Examples

Name and Place	Duration	Insurgents: Name & Number	Government: Name & Number	Total population of area	Winning Party: (Insur. Gov't or 3rd party)
KOREA	3/19/60 to 4/27/60 (39 days)	April 19, 100,000 in Seoul. Large crowds elsewhere. Apr. 25-26, 300,000 in Pusan. 100,000 in Seoul 130 killed in Seoul alone.	April 19, 1 div. in Seoul. Martial law in Seoul, Pusan, Taegu, Kwang- ju and Taejeon from April 19	Seoul: 3,200,000 (Pusan: 1,160,000)	Demonstrators: Rhee re- signed, April 27
Explicit (or manifest) Causes	Latent Causes	Method of Termination	Reasons for Success		
Rigged re-election of Syngman Rhee to Korean presidency. Rhee supposedly got 87% of vote, rest "invalid".	Rhee government increasingly authoritarian and repressive. Lacked popular support. U.S. also refused to back Rhee.	Rhee resigned. New government.	Rhee regime unable to resist massive unpopularity. U.S. backed "legitimate grievances" of demonstrators.		

URBICOIN SURVEY

Historical Cases of Urban Insurgency - 20 Examples

Name and Place	Duration	Insurgents: Name & Number	Government: Name & Number	Total population of area	Winning Party: (Insur., Gov't or 3rd party)
L.A PAZ, BOLIVIA	7/18/46 to 7/21/46 (4 days)	Leftist protest mob mainly students, teachers, & union- ists. 1,000 killed, 1,000 wounded (hence mob approx. 20,000 - 50,000)	Palace Guard: 200-300 Police (generally neu- tral) and Government forces (non-participants)	300,000	Protesters and Moderates
<b>Explicit (or manifest) Causes</b>	<b>Latent Causes</b>	<b>Method of Termination</b>	<b>Reasons for Success</b>		
July 18 massacre of women demon- strators (100-300 killed) by govern- ment forces. Buildup of tension to July 21 attack by leftist mob on palace.	Ridts drove out strongman Penaranda (Dec. 19, '45) Brought in Villaroel, who promised reforms. Post- war inflation: (1700% since 1930), price squeeze, col- lapse of tin market and dictatorship of Villaroel. Teachers' strike in June, later joined by railway workers led by PIR (leftist but claimed non-Commun- ist)	Interim Junta of workers and intel- lectuals, Jan., '47, elections, with Villaroel's MNR outlawed, led to shaky moderate rule until 1952 revolution.	Ability of rebels to obtain weapons and 3 tanks, which led to successful storming of palace. Failure of President to mobilize armed forces and form strong Junta.		

URBICOIN SURVEY

Historical Cases of Urban Insurgency - 20 Examples

Name and Place	Duration	Insurgents: Name & Number	Government: Name & Number	Total population of area	Winning Party: (Insur., Gov't or 3rd party)
MUNICH, GERMANY Bavarian Soviet	2/21/19 to 5/8/19 (72 days)	Large number, poorly armed (557 killed)	Freikorps: approx. 5,000		Government (majority Socialist) Long-run: right-wing, then Nazis
All					
Explicit (or manifest) Causes	Latent Causes	Method of Termination	Reasons for Success		
Kurt Eisner assassinated. Anarchy followed. Government driven out (majority Socialist). Two groups declared Bavarian Soviet Government called in troops.	Bavarian separatism strong political balance of forces tenuous. Widespread oppo- sition to Prussian, etc. Parties mutually antagon- istic	Government troops seized control of Munich after 9 days of fighting *April 30 - May 8). Rebel leaders killed or imprisoned.	1. Government mili- tary superiority. 2. Isolation of rebellion.		

URBCOIN SURVEY

Historical Cases of Urban Insurgency - 20 Examples

Name and Place	Duration	Insurgents: Name & Number	Government: Name & Number	Total population of area	Winning Party: (Insur., Gov't or 3rd party)
<p>PARIS, FRANCE</p> <p>Paris Commune</p>	<p>3/18/71 to 5/28/71</p> <p>(71 days)</p>	<p>Communards (-alists)</p> <p>30,000 unorganized 200 cannon (Paris)</p>	<p>Versailles Govern- ment of Third Republic</p> <p>130,000 in and around Paris</p>	<p>Paris, 1871: 2,270,000</p>	<p>Versailles Government (Thiers)</p>
<p>Explicit (or manifest) Causes</p> <p>The government of the Third Republic led by Thiers attempted to disarm the Parisian "National Guard", who were the only army permitted in Paris after the armistice at the Franco-Prussian War. The guard had moved approximately 150 cannot to a strategic hill in Paris, and the army tried to remove them.</p>	<p>Latent Causes</p> <p>People of Paris were generally unhappy with Thiers' handling of the peace in February, 1871. Prussians had recently occupied a portion of Paris, as permitted by the treaty. Thiers moved his government from Paris to Versailles. The Assembly canceled a rent moratorium on 48 hours notice. Pay for the "National Guard" was discontinued. The population was republican while the Assembly was mostly Monarchist.</p>	<p>Method of Termination</p> <p>In the "bloody week" of 5/21-5/28, Thiers moved 70,000 troops through the gate, and methodically wiped out all resistance. 20,000 Communards killed 38,000 Communards arrested</p>	<p>Reasons for Success</p> <p>Primarily numerical superiority of the Thiers government troops, along with a large degree of disorganization in the (Communard) side. Secondly, a relatively small percentage (10%) actually participating in the insurgency</p>		

URBICOIN SURVEY

Historical Cases of Urban Insurgency - 20 Examples

Name and Place	Duration	Insurgents: Name & Number	Government: Name & Number	Total population of area	Winning Party: (Insur., Gov't or 3rd party)
PETROGRAD Soviet/Russia	3/8/17 to 3/15/17 (8 days)	At least 240,000 strikers and approximately 160,000 mutinied Csarist troops	Police: 12,000 Garrison: 2,000 re- mained loyal (out of approximately 170,000)	2,400,000  400,000+ indus- trial workers	Social democrats and workers
<b>Explicit (or manifest) Causes</b>	<b>Latent Causes</b>		<b>Method of Termination</b>		<b>Reasons for Success</b>
Strikes for higher wages; reaction to government attempt to suppress strikes by violence.	Discontent of democratic forces with conduct of war. Growth of industrialization with consistently bad working conditions.		Establishment of bourgeois provisional government, permitted by workers' Soviet.		Population successfully mobilized. Petrograd garrison went over to rebels. Strikes paralyzed government newspapers. Railway workers refused to transport reinforcements from front.

**URBICOIN SURVEY**

**Historical Cases of Urban Insurgency - 20 Examples**

Name and Place	Duration	Insurgents: Name & Number	Government: Name & Number	Total population of area	Winning Party: (Insur., Gov't or 3rd party)
SAIGON, S. VIETNAM	Mid-May 1963 5/8/63 to 11/2/63 (178 days)	"several thousand" in Hue (Buddhists, led by monks) "tens of thousands of mourners" each day for Quang Duc. Aug. 18 15,000 crowd protest (Buddhists)	"several thousand" troops assigned to Aug. 20 pagoda raid. Palace Guard: 1,500 (Saigon: 150,000 Civil Guard virtual neutral loyalty)	1,350,000 country: 10.5 million Buddhists 1.5 million Catholics  14 million total	Buddhists and rebel army elements
<b>Explicit (or manifest) Causes</b> Buddhists not permitted to fly flags (5/8. 63) Hue. Repressions against weekly Buddhist protests (200-500 monks). June 18 immo- lation of monk (350 monks in attendance). Aug. 20 raid on pagodas by police, arrest of monks. Resignation of foreign minister (Aug. 22).	<b>Latent Causes</b> Catholic favoritism, cor- ruption and unpopularity of Diem regime. Repres- sions by Diem after Buddhist protests began. Increasing power and ar- rogance of the Nhu's, pas- sage of unpopular social legislation. Nhu's secret police became more repressive.	<b>Method of Termination</b> Martial Law and Curfew declared Aug. 21. Thousands of Buddhists imprisoned. Further tension led to Diem overthrow in Nov. 1963.	<b>Reasons for Success</b> Militancy and deter- mination of Buddhists. Resignation of foreign minister Vu Ven Mau. Brutality of pagoda raids. Inability of Diem regime to com- promise with Buddhists.		

URBCOIN SURVEY

Historical Cases of Urban Insurgency - 20 Examples

Name and Place	Duration	Insurgents: Name & Number	Government: Name & Number	Total population of area	Winning Party: (Inst., Gov't or 3rd party)
SANTA DOMINGO Left-Wing Insurrection	4/26/65 to 9/1/65? (127 days)	Rebels: 47,000 (U.S. Est.): 20,000 (20,000 small arms distributed)	Local Armed Forces: 15,000 Police: 12,000 (pro-Imbert) Total: 25,000 - 27,000	300,000 City (2,000 killed during conflict)	Moderate liberals led by Garcia-Coday Junta dissolved Leftist groups still strong and vocal
<b>Explicit (or manifest) Causes</b>	<b>Latent Causes</b>	<b>Method of Termination</b>	<b>Reasons for Success</b>		
Rebel uprising deposed Reid-Cabial regime; Gen. Wessin resisted, tried to put rebels down by force.	Lack of reforms of Cabial regime, after ouster of popular Juan Bosch in 1963. Rebels desired return of Bosch	U.S. forces intervened during first week, built up to 22,000 men. Antagonists separated and stalemate preserved as OAS mediation mission and peace force activated. Stalemate until both Junta and rebels accepted interim Garcia-Coday government until elections in 1966.	Concentration of hostilities in Santo Domingo only. OAS mediation and peace force creation. Economic and political pressure to force Junta acceptance of plan. General impatience to lengthy stalemate.		

URBICOIN SURVEY

Historical Cases of Urban Insurgency - 20 Examples

Name and Place	Duration	Insurgents: Name & Number	Government: Name & Number	Total population of area	Winning Party: (Insur., Gov't or 3rd party)
VIENNA, AUSTRIA  Communist Putsch Attempt	6/15/19 (1 day)	Communists: 5,000 - 10,000	(180,000 Government troops NATIONWIDE subject to peace treaty restrictions)	2,000,000	Government
<b>Explicit (or manifest) Causes</b>		<b>Latent Causes</b>	<b>Method of Termination</b>	<b>Reasons for Success</b>	
Bela Kun sent an agent, Bettelheim to Vienna to start a revolution in hopes of saving his regime in Hungary by expanding the area of its influence. Expected world revolution in near future.		Hoped to incite unemployed soldiers to revolt. General post-war discontent had created a revolutionary situation on which the Communists hoped to capitalize.	Rebellion abortive. Easily crushed. Leaders arrested. Communists reduced to insignificant influence while Republic lasted.	Armistice Commission withdrew an order to demobilize the militia, which took away major source of ex-soldier unemployment. Plotters thus unable to harness expected popular support.	



URBCCOIN SURVEY

Historical Cases of Urban Insurgency - 20 Examples

Name and Place	Duration	Insurgents: Name & Number	Government: Name & Number	Total population of area	Winning Party: (Insur., Gov't or 3rd party)
WARSAW, POLAND  "Home Army" Uprising	8/1/44 to 9/4/44  (35 days)	Home Army and Collaborators  Total: 44,000		1,300,000	Immediate: German Troops  Long-range: U. S. S. R.
A17					
Explicit (or manifest) Causes	Latent Causes	Method of Termination	Reasons for Success		
Plot to throw out the German occupiers, assist Russia in liberation of Poland.	Planned to set up a Polish provisional government before Russians occupied Warsaw.	Home Army exterminated, in effect. Russians occupied Warsaw with virtually no resistance after defeating German occupation forces.	Home Army had counted on Russian support at last minute which never was sent. Germans successfully destroyed insurgent communications, brought in reserve divisions there to counter Russian attack. Communist under-ground did not aid Home Army.		

## URBICOIN SURVEY

### Historical Cases of Urban Insurgency - 20 Examples

Name and Place	Duration	Insurgents: Name & Number	Government: Name & Number	Total population of area	Winning Party: (Insur., Gov't or 3rd party)
MADIUM, INDONESIA Madium Rising	9/13/48 to 12/7/48 (85 days)	Communists: 25,000	Government: 25,000 - 30,000 (Silivangi Div., Police Mobile Brigade, ele- ments of Sungkono Div.)	Madium: 150,000 Surakarta: 400,000	Government and younger Communist leadership which took power in Party. Older leaders killed.
<b>Explicit (or manifest) Causes</b>	<b>Latent Causes</b>	<b>Method of Termination</b>	<b>Reasons for Success</b>		
PKI (Communists) tried to seize power. Claimed Sukarno had sold out to the Dutch. Also, in Surakarta, PKI military leader moved over disappearance of Communist officers and officials.	PKI military people saw moment as opportune for their own ambitions and so launched uncoordinated seizure of power in Madium. Lack of communication between political and military sides of apparatus.	Communists forces destroyed. Had attempted to escape from Madium to open guerrilla operations. Best guerrilla regions sealed off by Army. Army broke Communists, took 35,000 captives and killed Musso and Sjiarifuddin, main leaders. Rebellion declared "exterminated" on December 7, 1948.	Rising at Madium premature, done on initiative of local leadership. General plans not ready and widespread insurgency did not develop. Also, Sukarno-Hotta government popular & aware of Communist plans. Peasantry relatively well-off at that point and labor did not respond to calls for rising except at Madium and Tjepu. Most government troops tied up against the Dutch, but those committed superior in training, arms and leadership to the Communists.		

URBICOIN SURVEY

Historical Cases of Urban Insurgency - 20 Examples

Name and Place	Duration	Insurgents: Name & Number	Government: Name & Number	Total population of area	Winning Party: (Insur., Gov't or 3rd party)
MADRID, SPAIN  Madris Revolution and Siege	Phase I: 7/19-20/36 (2 days)  Phase II: 11/7/36 through end of war	Phase I: "enormous crowds" (far over 55,000)  Phase II: "enormous urban mass" plus 3,500 troops from Int. Brigades and 3,000 Anarchist troops	Phase I: Madrid garrison & Civil Guard. Approx. 5,000  Phase II: 20,000 troops later reinforced	1,400,000	Phase I: Leftist parties - Communist & Socialist  Phase II: Initial stalemate ultimately, Franco.
<b>Explicit (or manifest) Causes</b>	<b>Latent Causes</b>	<b>Method of Termination</b>	<b>Reasons for Success</b>		
Phase I: reaction to Franco coup followed by leftist uprising when population armed.  Phase II: Mass mobilization to de- fend city against Nationalist army.	Wide support for popular front. Strong left leader- ship of urban masses. Opposition to Falange and old order in general.	Phase I: moderate government armed masses, uprising followed. Left parties took capitol, mobs stormed Montana barracks & massacred garrison.  Phase II: Stalemate. Eventually Franco forces won.	Phase I: great masses of people, now armed. No force on side of moder- ates. Franco troops not sufficient to oppose.  Phase II: Mobilization of population with aid from Int. Brigade & Soviet planes and tanks.		

URBCOIN SURVEY

Historical Cases of Urban Insurgency - 20 Examples

Name and Place	Duration	Insurgents: Name & Number	Government: Name & Number	Total population of area	Winning Party: (Insur., Gov't or 3rd party)
MOSCOW, RUSSIA	12/21/05 to 12.29/05	3,000 - 8,000	Imperial 5,000 loyal out of 15,000 total	988,614 (Moscow 1397)	Government - Tsar
Moscow Uprising (9 days)				1905: approx. 1,200,000	

A20

Explicit (or manifest) Causes	Latent Causes	Method of Termination	Reasons for Success
Arrest of strike leaders at Aquarium Theater.	Government firing on Gapon demonstration in January. Strike of Dec- ember 21 for better wages, shorter hours, was not being effective in changing policy. Hardship and humiliation of war with Japan. Tsar's affiliations with reaction- aries.	Army (guard) units came down from Petersburg and began "punitive expeditions " which effectively exterminated remains of revolutionary movement.	<ol style="list-style-type: none"> <li>1. Poor communication of insurgents with each other, other cities.</li> <li>2. Insurgents concentrated in industrial quarters - were able to be cordoned off.</li> <li>3. Government was able to keep troops of questionable loyalty in barracks.</li> <li>4. Reinforcements from St. Petersburg and use of artillery (psychological) helped government.</li> <li>5. Popular support was not complete due to ineffective mobilization.</li> </ol>

APPENDIX B

A COMPLETE SET OF GAME MATERIALS

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PLAYER RULES

I. GENERAL

The simulation is designed to exercise a number of the factors which seem important in situations of urban insurgency.

There are three distinct groups represented -- Government, Insurgents, and Citizens -- each one having its own resources and objectives. Players in the simulation take the roles of representative individuals who are members of these groups, and who may also control whole blocs of manpower or economic resources. The players interact in terms of population or "lives" (so that terror can be simulated) and also in terms of "money" so that economic disruption is possible.

The general objective of both belligerents is to reduce the other side's capabilities while attracting the loyalty of the citizenry. The citizenry's general objective is to maintain or improve its material welfare while siding with the winning belligerent.

A. Control Team

A control team referees and records the game. This team is completely neutral among the players, its instructions must always be carried out, and players must always tell the truth when dealing with it.

B. Players

Players are divided into three groups:

1. GOVERNMENT - Administration and Civil Police  
Secret Police
2. CITIZENS - Upper Class  
Middle Class  
Lower Class
3. INSURGENTS - Leader  
Agitators

The Secret Police and the Insurgents are not identified to anyone except the captain of their own side. All of them have "cover" roles as members of the Citizenry, so that at the start of the simulation all players will identify themselves as one of the following:

1. GOVERNMENT - Administration and Civil Police  
(approx. 20 percent of players)
2. CITIZENS - Upper Class  
(approx. 10 percent)  
Middle Class  
(approx. 20 percent)  
Lower Class  
(approx. 50 percent)

Government and Insurgent teams may confer among themselves for planning purposes before the game starts.

The city is divided up into five sections with a central park or plaza. This can best be represented by five doors opening on a corridor. Various simulated facilities are located in different parts of the city as follows.

GOVERNMENT HEADQUARTERS	COMMERCIAL SECTION	INDUSTRIAL SECTION
	Radio Station Telephone Exchange Treasury Railroad Station Banks Stores	Electric Power Station Factories

PARK AND PLAZA (CORRIDOR)

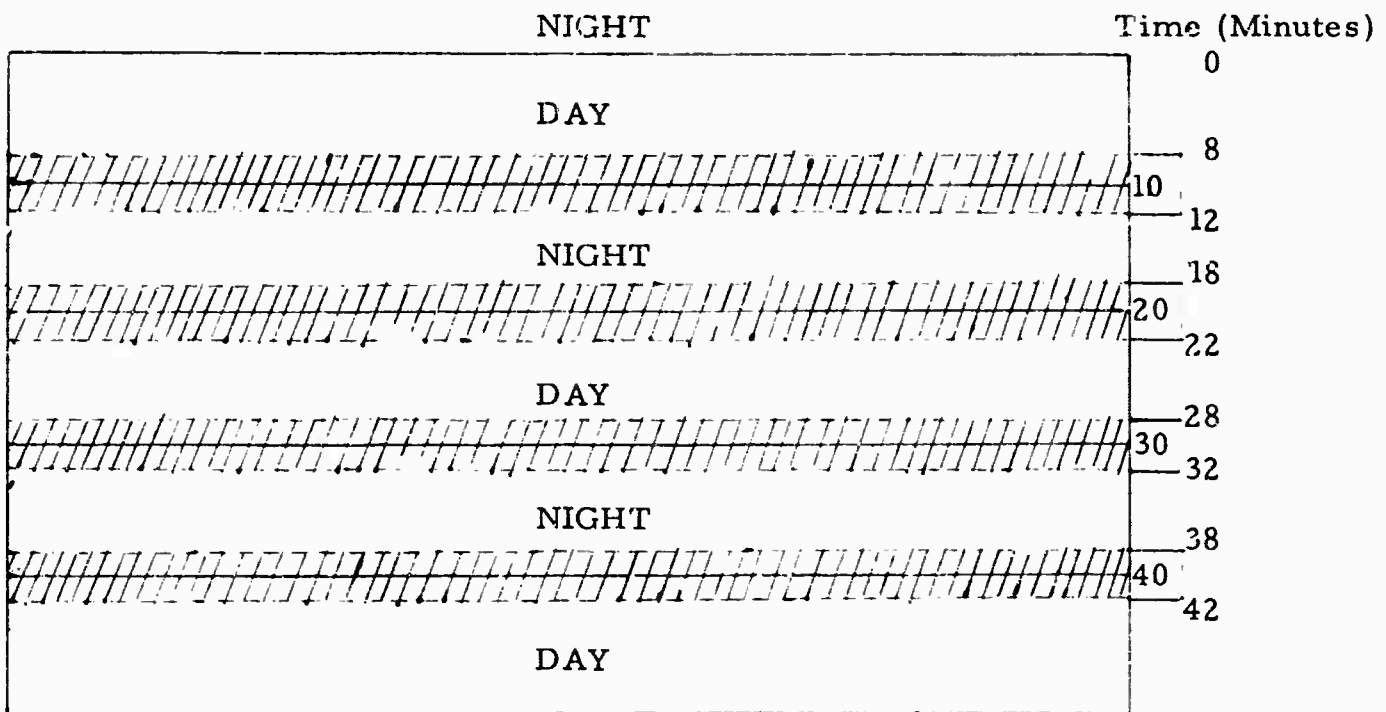
SLUM SECTION	UPPER AND MIDDLE CLASS HOMES
Lower Class Homes	Water Reservoir and Dam Airport Upper Class Homes Middle Class Homes

The simulation covers several days in the typical city, and takes place in 20-minute cycles. For the first ten minutes of the cycle, it is daytime and for the next ten minutes it is night, and so on. The passage of time will be clearly indicated by the Control team.

Players, except civil policemen and the Head of Government, have a clearly defined daily routine to follow (discussed hereafter) but are allowed a certain amount of leeway in making their way from area to area simulating commuting time. As the diagram below shows, at any point after eight minutes of daytime have passed, players are



at liberty to return home but need not check in until two minutes into the nighttime. Similarly, players may start for work two minutes before the dawn and arrive there two minutes late without in any way breaking their daily routine. (See table below.) Thus, there is a four-minute grace period for each day/night changeover. This grace period may be used by the players to fill out and file the report forms discussed below.



## II. GAME MATERIALS

Personnel and weapons are simulated by chips in the game. Players will also be dealing with various control forms.

### A. Chips

Players receive a supply of round chips with holes through the middle. These chips can be threaded on a "chiplace" -- a piece of wire in this instance. The ends of the chiplace are then connected to form a loop for players to wear around their necks, thus:

Chip



Loaded  
Chiplace



#### 1. Civil Police Chips

In this exercise, blue chips represent civil policemen. Only the Head of Government and his civil administration have a supply of blue chips. The Head of Government will distribute blue chips among the police players as he wishes. This may be done before the game starts.

#### 2. Weapons Chips

Red chips represent weapons. The Civil Police must always carry any red chips they have openly, i. e., on their chiplaces. Citizen players may also receive a supply of red chips initially or may acquire and use them during the game. They need not carry them openly. The Head of Government and Chief Insurgent each receive an initial supply of red chips. They may distribute these to their team members or to citizens, as they wish. This may be done before the game starts.

#### 3. Population Chips

Any color other than red or blue is a "population" chip, and represents civilian population. These chips are green, yellow, or white, but for game purposes there is no distinction between these three colors. All citizens and players with clandestine roles receive these chips from Control before the start of the game.

#### 4. Bomb Chips

There is also a supply of large round red chips, without holes in the middle. These represent bombs, and initially are supplied to Government and Insurgent teams only. Citizen players may acquire and use them during the game.

#### B. Money

Before the start of the game players receive from Control a supply of stage money to be used for economic transactions among the players. During the game some players may receive additional funds from Control or be required to pay some money back to Control.

#### C. Forms

##### 1. Report Forms

All players, except the civil police, receive a pack of report forms. One of these must be filled out in every cycle (see instructions below). The contents of the forms should be shown only to the Control team.

##### 2. Arrest Forms

The Control team member in the area where an arrest is made will give the arrested player an arrest form. This form lists, with certain exceptions (see below under Arrest Rules), the resources of the arrested player. The form is designed to obviate any necessity for personal searches, and must be handed to Control team member on arrival in government headquarters.

##### 3. Safe Conduct Forms

A player released after being arrested is given a safe conduct form which protects him from re-arrest for one half cycle.

#### D. Name Tags

All players receive and wear a tag which names their social group. All name tags are numbered for personal identification. The numbers have no significance in game terms but are a device to enable Control to identify players quickly.

### III. Player Aims and Resources

#### A. Citizen Players

##### 1. Resources

- a) Population - You each start the game with a supply of chips. You represent the leader of a group, and the chips represent the group. The chips must always be worn on the chipplace hung round your neck.
- b) Money - You also each start the game with a supply of stage money which represents your general standard of living.
- c) Weapons - Some of you may have a supply of red weapons chips or may acquire some during the game.

##### 2. Aims

Your aims are to support the winning side (in game terms, to have recorded loyalty to the winning belligerent at the end of the game), to keep alive as many as possible of your group (in game terms, to retain a maximum number of your chips), and to increase your welfare (in game terms, to have maximized your wealth in stage money).

#### B. Belligerent Players

For the purposes of this simulation (which represents no more than a few weeks of real time), players representing either Government or Insurgents may not defect, but must retain their initial loyalty throughout. Civil Police may, however, resign their jobs by exchanging blue chips for population chips with the Chief Umpire.

##### 1. Resources

- a) Population - Your resources in terms of people are represented by colored chips which must always be worn round your neck on a chipplace. At the beginning of the game the Head of Government is given a supply of blue chips representing his civil policemen and administrative assistants. He may distribute these as he thinks fit among the players representing the civil administration and police. The secret police and the insurgents all receive varicolored chips as do the citizen players. Insurgents and secret police, therefore, look exactly like any other civilian player. Insurgents and secret police are initially known only to their leaders.

b) Money - The Head of Government receives a sum of stage money equal to approximately 1/8 of the total amount initially allotted to all players. The civil policemen receive nothing. The Insurgents and the secret police receive only the amount of money appropriate to their open cover roles. For example, an Insurgent whose cover is that of a middle class citizen would receive the same amount of money received by other middle class players. The Insurgent leader is given a small amount of extra money.

c) Weapons and Bombs - The Insurgent leader and the Head of Government both receive a supply of small red chips which denote weapons. Each red chip equals one weapon so that, for example, ten red chips would be required to arm ten blue or varicolored chips. Government players (other than the secret police) must always carry their weapons on the chip. Insurgents and secret police may carry concealed weapons (see Weapons Rules). Both sides moreover receive a supply of large red chips denoting BOMBS.

## 2. Aims

The objective for both Government and Insurgents is to reduce the force capability of the other side and to attract the loyalty of a large percentage of the citizen population. The specific win criteria (that is, the necessary percentage reductions in the other team's forces and the actual proportion of popular loyalty acquired) are known only to the Control team. The Control team will end the game if and when the criteria are achieved. If, and only if, the Government team wins, the civil policeman who has the most money at the end of the game is also an individual winner.

#### IV Player Activities

##### A. Routine Activities

All citizen players are given a daily routine. Any break in this routine may lead the police to suspect you of being an Insurgent, and unpleasant consequences could ensue. Daily routines are as follows:

1. Upper Class - During the night you occupy the residential section, and during the day you are in the commercial section, presumably looking after your investments. Once every three days you spend the first part of the night in the commercial section attending an entertainment.
2. Middle Class - At night all of you are in the residential section. During the day some of you go to the commercial section, some to the industrial section, and some stay in the residential section. Your profile will tell you where you should go during the day.
3. Lower Class - At night you occupy the slum section. During the day some of you go to the industrial section, some to the commercial section, and the unemployed remain in the slums or can go and look for work. Your profile will tell you where to go during the day.

All players may, however, spend up to 1/4 of their time "in the plaza" i. e., nowhere particular in the game.

Each member of Control has a list of all players who are supposed to be in their area during the day. At the end of each day Control will pay a daily wage to each player who is in that area and who has not been on strike nor been arrested. This is another reason to stick to your daily routine.

Aside from this routine, citizens may protest peaceably or join the Insurgents or the Police. You can steal, lie, inform, or engage in blackmail. Remember, however, that if you are arrested by the police, you will lose a day's pay automatically and will also be fined by Control. You may be in danger if you are in the vicinity of a Bomb attack, or an engagement. If you riot or try to fight armed men, your unarmed population fights at a 1:5 unit disadvantage. An armed

member of your population (in game terms a colored chip supported by a red chip) fights on equal terms with other armed men (see below for section on Weapons).

Whenever you enter any section of the city the local Control member will ask you to show him your current report form (see below for a full discussion of this form). Control will want to know how many population chips you have and how many, if any, red weapons chips you are declaring (see below for discussion of Weapons). Since you could be overheard if you communicated information about weapons verbally, this standardized routine has been established. All players, whether or not they want to impart any secrets to Control, give the information about their populations and weapons by writing it on their report form.

### Weapons

During the game you may acquire red chips which simulate guns. Each red chip arms one of your population chips. If you have five red chips and ten colored population chips you are taken to have five armed men and five unarmed. As mentioned in the last section, unarmed men fight at a 1:5 unit disadvantage with armed men, so that in the example you would have six effective fighting men. It may, however, be unwise to carry weapons around with you. The police, if they arrested you, could confiscate your weapons (unless you had enough to resist arrest) and might suspect you of being an Insurgent. There is, therefore, a device in this game whereby you can "cache" your weapons. If you decide to carry guns during a given cycle of day and night, you write the number of weapons you intend to carry at the bottom of your report form for that cycle. The Control team member will examine this form anyway as you enter his section of the city (see above). If you do not declare your weapons on this form, then you are presumed to have cached them. In game terms, this means you cannot use your red chips during the cycle but, on the other hand, if arrested by the police, you may deny having any red chips even if you have a pocketful. The police may not physically search you in this game. If, however, you are arrested and had declared your red chips to Control, the Control member will inform the police, if asked, of the number of declared red chips. This is

the equivalent in real life terms to being caught with a sten gun in your shopping bag. You may declare only part of your weapon supply, but the undeclared part cannot be used until the next cycle.

#### Report Forms

You are required to fill out one of these forms every cycle. A full specimen form follows, with comments on all the questions. Remember that the answers to question 9 and the START column in question 8 should be filled out at the beginning of the cycle so that you can show it to the Control member in any area you visit. The rest of the form should be filled out at the end of each cycle, during the night when you are in your residential areas. The forms must be handed to the nighttime umpire before you leave the area at the end of each cycle.



Cycle No. \_\_\_\_\_ Class \_\_\_\_\_ No. \_\_\_\_\_

i) Loyalty: G \_\_\_\_\_ N \_\_\_\_\_ I \_\_\_\_\_ (check one)  
(Please state the reason for any change in loyalty on back of sheet.)

ii) Who do you think is winning? G \_\_\_\_\_ N \_\_\_\_\_ I \_\_\_\_\_

iii) Who do you want to win? G \_\_\_\_\_ N \_\_\_\_\_ I \_\_\_\_\_

iv) How many more cycles do you think the game will last? \_\_\_\_\_

v) Number all areas visited during this cycle in order of visit.

Upper & Middle Class \_\_\_\_\_ Slums \_\_\_\_\_

Commercial District \_\_\_\_\_ Industrial District \_\_\_\_\_

Police H. Q. \_\_\_\_\_ Insurgent H. Q. \_\_\_\_\_

vi) Were you arrested? If so, by whom - G \_\_\_\_\_ I \_\_\_\_\_

vii) If so, what happened? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

viii) Please list your resources below.

Resources	Start	Gained	From	Lost	To	Total
Population						
Weapons						
Money						

ix) How many weapons do you wish to use in this cycle? \_\_\_\_\_

Signed \_\_\_\_\_

\* The section outlined in black must be filled in at the START of each cycle.

Specimen Report Form.

1. Loyalty - You can be loyal to either the Government (G) or the Insurgents (I) or you may report neutral (N). Check one of these. Remember that in order to win the game you must have reported yourself in the last cycle of the game as loyal to the winning side. If you report neutral in the last cycle, you cannot win. You are not told when the game will end. Control ends the game either when one side reaches its win criteria or when time runs out. If your loyalty changes from one cycle to another, write the reason for the change on the back of the form.

2. Who do you think is winning? Control is interested, for post-game analysis, in your perception of power during the game.

3. Who do you want to win? This question is asked, like #2, for the purposes of post-game analysis. Control would like to know your true sentiments. You might, for example, really want the Insurgents to win but be reporting yourself loyal to the Government in order to be on the winning side.

4. How many more cycles do you think the game will last?

Obviously, the answer to this question may affect the answers to 1, 2, and 3.

5. Number all areas visited during the cycle in order of visit.

Remember that a cycle lasts one day and one night. If you visited the commercial district, the industrial district, and the police headquarters in that order, then returned to your home in the slum, you would indicate it like this:

Upper and Middle Class	_____	Slums	_____ <u>4</u>
Commercial District	_____ <u>1</u>	Industrial District	_____ <u>2</u>
Police Headquarters	_____ <u>3</u>	Insurgent Headquarters	_____

This information is used to reconstruct the action of the game.

6. Were you arrested? If so, by whom, G or I? Please indicate which belligerent arrested you. You may possibly be arrested by the secret police who may not declare themselves as such. If you are in doubt about who did arrest you, please so indicate. If you are arrested by a civilian and taken to the Government Headquarters, you may assume that you were arrested by the Government Secret Police.

7. If so, what happened? Please state how long you were detained and what the arrester did to you. Were you searched? Were chips or money confiscated? Were you compensated for the arrest fine imposed

by Control or for your lost wages?

8. Please list your resources below. This is a running account of the state of your resources. For example, if you were a slum dweller and started the game with \$5, ten people chips, and one gun, then got paid \$1 for your work but lost one person in a mystery bomb attack, your account would look like this:

Resources	Start	Gained/From	Lost/To	Total
Population	10		1 Bomb	9
Money	5	1 Control		6
Weapons	1			1

On the next cycle, of course, you would start with 9 population, 6 money, and 1 weapon, which should be inserted immediately in the START column of the form for the next cycle.

9. Do you wish to use any weapons in this cycle? If so, write how many on the form for that cycle.

Control team members will examine #9 and the START column of #8 while the cycle is in progress. You do not need to show the form to anyone else except members of the Control team.

B. Violent Action

NOTE: Violent action, as covered by this section, may not be applied in the Plaza.

1. Sabotage

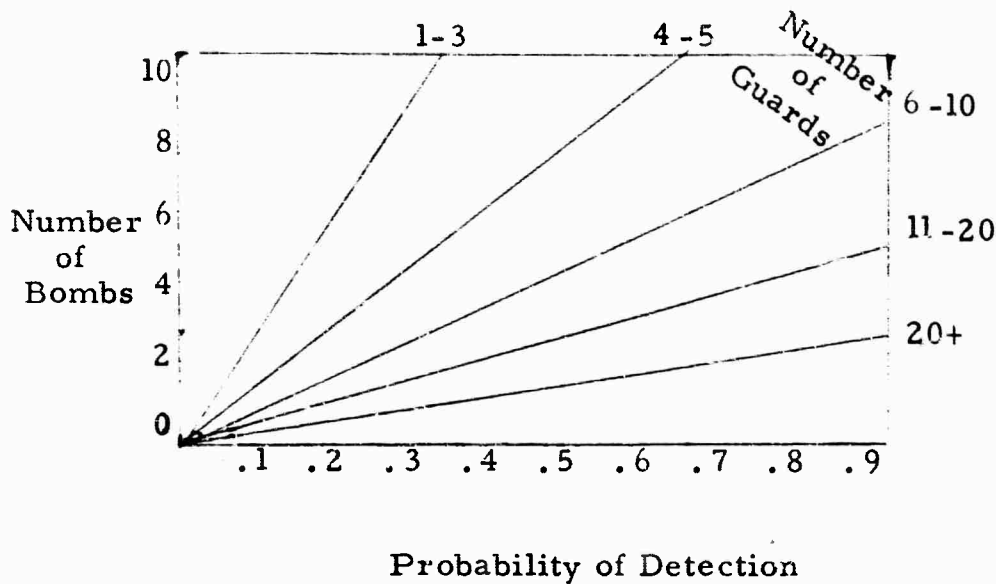
a) There are facilities distributed in various areas of the city (see plan below). Any of these facilities may be sabotaged. Sabotage is carried out by planting bombs. Enough bombs must be planted to destroy the facility completely.

<p>GOVERNMENT HEADQUARTERS</p>	<p>COMMERCIAL SECTION</p> <p>Radio Station Telephone Exchange Treasury Railroad Station Banks Stores</p>	<p>INDUSTRIAL SECTION</p> <p>Electric Power Station Factories</p>
--------------------------------	--	---

<p>SLUM SECTION</p> <p>Lower Class Homes</p>	<p>UPPER AND MIDDLE CLASS HOMES</p> <p>Water Reservoir &amp; Dam Airport Homes</p>
--	--

There is no concept of partial destruction in the game. In game terms, anyone who wants to destroy a facility must pass a number of large red bomb chips to the local Control member and state which facility he is bombing. Control will then wait five minutes and announce whether or not the facility has been destroyed. The destruction of the facility is determined by the number of bombs used and the number of police or armed civilians guarding the facility in question. The chart for the probability of detection follows. If the bomb is detected, it is disarmed by the guards and the facility is unharmed. If the bomb is not detected and it is large enough (see table below), then the facility is destroyed and some of the guards (chips) are killed. Chip casualties may also be assessed on bystanders by Control. The number of civil police guards, if any, for each facility will be posted in ad-

vance by Control. Civilian guards may also be present but are not announced.



The following table shows the owners of each facility and the number of bombs required to destroy the facility. The fourth column gives the amount in money required to rebuild that facility. When a facility is destroyed, the owner has a choice of paying up immediately or deferring payment. For every cycle that payment is deferred, the price of rebuilding is increased by the amount in the last column. It should be noted that even if payment is made immediately, the facility will not be repaired until one full cycle later. For example, if the Treasury were to be blown up in cycle #2, and the Government immediately paid \$30, the Treasury would not be rebuilt until cycle 4. If the Government delayed payment until cycle #3, they would have to pay \$60 and the Treasury would not be rebuilt until cycle #5.

<u>Facility</u>	<u>Owner</u>	<u>No. of Bombs Required to Destroy</u>	<u>Repair Cost After Sabotage (Dollars)</u>
Airport	Government	5	30
Electric Power Station	"	10	30
Radio Station	"	10	30
Railroad Station	"	10	45
Telephone Exchange	"	10	30
Treasury	"	5	60
Water Reservoir and Dam	"	10	60
Banks, each	Upper Class	5	20
Factories, each	" "	10	15
Upper Class Homes, each	" "	2	20
Middle Class Homes, each	Middle Class	2	15
Lower Class Homes, each	Slums	2	10

The destruction of a facility may affect daily wage payments. For example, if a factory is destroyed, neither the workers nor the factory owner will be paid their daily allowance until the factory is repaired.

b) Guards - Armed guards (police or civilians) may be posted at any facility. Their presence increases the probability of the discovery of any bomb attack (see section above) and thus adds to the protection of the facility. In game terms, guards are left by giving to the local Control blue police chips or varicolored citizen chips and an EQUAL NUMBER of red weapons chips. Unarmed chips are not effective as guards. The Control team will post the number of civil police guards at each facility on a board which is displayed prominently in the local area. Effective guards may be assigned at any time before Control announces the bombing, up to five minutes after the bombs are planted.

## 2. Open Conflict

In any conflict (such as a riot) unarmed population fight at a 1:5 unit disadvantage with armed population. Remember that if you have not declared red chips at the beginning of the cycle in which the engagement occurs, you cannot use those red chips. Armed men fight against each other on a 1:1 unit basis. Control will determine the outcome of the engagement, and some chips on each side will be "killed," (in game terms, confiscated by Control). Human players cannot be "killed" and removed from the game. The winning side will be awarded the weapons of the dead of the losing side.

For example, an engagement might occur between two players (representing civil police) who are carrying ten blue and ten red chips each and two players representing Insurgents who have eight citizen (varicolored) chips and eight declared red chips each. The police side has 20 armed men (20 blue chips and 20 red chips). The Insurgent side has 16 armed men (16 varicolored chips and 16 red chips). The Insurgents lose the battle. Control decides that 8 policemen and 10 Insurgents were killed. Control takes 4 blue chips each from the two policemen players and five varicolored chips from each of the two Insurgent players. Since the police won and killed 10 armed Insurgents, Control takes 10 red weapon chips from the Insurgents and gives them to the police. This simulates the guns in the hands of the ten dead Insurgents picked up by the police at the end of the battle.

## 3. Arrest

All arrests or abductions must take place under Control supervision. If a player is arrested, he may either go quietly or resist. If he chooses to resist the rules for OPEN CONFLICT (see above) apply. If he loses the open conflict, his surviving chips and he himself must accept arrest. If a player is arrested, either before or after a struggle, Control will give him an arrest form stating his entire population, one half of his monetary resources, and any weapons chips he already declared in the particular cycle. The player should hand this in to the Control Umpire in the Government Headquarters when he arrives there. This form should not be

shown to anyone else!! The Government players may not physically search any other player. The contents of the arrest form are presumed to be a list of everything found on the player when he was arrested. Any concealed weapons chips remain concealed.

The arrested player is also assumed to have half his money with him and to have left the rest at home. Note also that every arrested player will automatically be fined \$1 by Control. Police may of course reimburse a citizen player to compensate for false arrest, and the \$1 fine imposed by Control to represent lost time and prestige.

The arrester may, of course, decide to "shoot" some of the arrestee's people chips. The arrestee may resist but fights unarmed at a 1:5 unit disadvantage. An arrested player may be held in custody for one full cycle, although he may be released earlier at the discretion of his guards. Following his release, an arrested player is immune from re-arrest for the next full cycle. To facilitate this, the Umpire in the Government Headquarters will give to each released prisoner a "Safe Conduct Pass" valid until a designated time. If you hold a valid pass and someone attempts to arrest you, show the pass to the local Umpire, and he will allow you to leave the area.

#### 4. Assassination

Players may also be assassinated without the identity of the assassin being betrayed. An assassin may use one bomb chip in any one area in any one cycle to "kill" up to five population chips. The mechanism for doing this is to give the local Control member a large red "bomb" chip together with the class and number of up to five human players. A bomb will only kill one chip per human player. There may be additional casualties assessed by Control on bystanders. (NOTE: Assassination attempts are not always guaranteed to be successful. The success of an attempt is determined by the Umpire.)



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URBCOIN  
INSTRUCTIONS FOR UMPIRES

I. General

Study the Player Rules; these will indicate to you what kind of behavior to expect from the players, as well as what kind of demands they will be making on you. The Player Rules are, however, deliberately vague on a number of points (e.g., matters of casualty calculations, quantitative win criteria), which are clarified by these instructions. You should not reveal this additional information to the players during the game.

II. Time

There are two systems used to specify time for reporting purposes: cycle time and clock time.

Cycle Time: The basic move rate of the game is divided into cycles, each representing a simulated 24-hour period. These are numbered consecutively and are divided into half-cycles of day (D) and night (N). For most purposes it is sufficient to specify time in the game by cycle number followed by D or N as appropriate.

Clock Time: When it is necessary to specify the precise time within a given half-cycle, use the actual time-of-day. For this purpose, all Control members (and players) will synchronize watches at the start of the exercise. The nominal correspondence between cycle time and clock time is 20 minutes per cycle (10 minutes per half-cycle), with a 2-minute "grace period" at the beginning and end of each half-cycle. This schedule may be modified during the game by the Chief Control at his discretion.

III. Control Team

The Control team consists of at least eight people with the following duties:

Chief Control - a roving umpire to help out in any complicated situations and to deal with players' questions when the local umpires are busy. Responsible for time-keeping.

Scorekeeper - Compiles and maintains loyalty and casualty counts. Determines fulfillment of win criteria. Otherwise functions as general assistant to Chief Control.

Four Local Area Umpires - Stationed in the Industrial Section, the Commercial Section, the Upper and Middle Class Residential Section, and the Slum Section, respectively.

One Umpire stationed in the Government Headquarters.

One or more messengers.

#### IV. Local Area Control

The four local umpires are responsible for administering conflicts between players and also for keeping records of these conflicts and of all sabotage attempts. They are also responsible for seeing that players fill out their record keeping forms at the appropriate times and for administering the economic part of the game.

Forms have been designed to make the Control team's work easier. A sample control form is attached and you should study it in conjunction with these instructions.

##### A. Player Resources

You should at all times be stationed near the door of your area, and no player should be allowed past you into your area until he has checked in with you. Your control sheet has a list, filled in in advance, in the left hand column naming those players whose normal routine brings them to your area once during a cycle. These are your "Normal Players!" All other players in the game are listed in the lower half of that left hand column under the heading "Other Players." Each player is listed not only by his class but by a number for identification purposes. As each player enters look at his name tag and place a check mark by his name in the "present" column under "D" for day or "N" for night.

Ask each player to show you his current "Report Sheet!" This particular form is used chiefly as a record for game analysis purposes but is being used in this instance as a secure method of communicating information to Control members. Question 8 of the form asks players how many population chips they have and question 9 asks players to declare any weapons chips they want to use. Transfer to the columns under "Declared Entering Resources" the number of the players' population and declared weapons, if any, as taken from his report. In the next column note the total effective force that the player has

SAMPLE CONTROL FORM

Cycle No. \_\_\_\_\_

Area. \_\_\_\_\_

Normal Player Class & No.	Present		Declared Entering Resources		Action		Action		Action		Action		Action		Economic		
	D	N	Population	Weapons	# Casualties	# Weapons Involved	# Casualties	# Weapons Involved	# Casualties	# Weapons Involved	# Casualties	# Weapons Involved	# Casualties	# Weapons Involved	Normal Pay	Arrest by	When re-
																	pair post.
																	Bystanders
																	killed
																	Guards
																	killed
																	Detected/
																	Succeeded/
																	Probability
																	of Detection
																	# of
																	Guards
																	# of Bombs
																	planted
																	# of Bombs
																	required
																	Paid
																	Repair cost
																	this cycle
																	Cost
																	Owner
																	Status
																	Facilities
Totals G																	
I																	
N																	

Cycle No. \_\_\_\_\_ Class \_\_\_\_\_ No. \_\_\_\_\_

i) Loyalty: G \_\_\_\_\_ N \_\_\_\_\_ I \_\_\_\_\_ (check one)

(Please state the reason for any change in loyalty on back of sheet.)

ii) Who do you think is winning? G \_\_\_\_\_ N \_\_\_\_\_ I \_\_\_\_\_

iii) Who do you want to win? G \_\_\_\_\_ N \_\_\_\_\_ I \_\_\_\_\_

iv) How many more cycles do you think the game will last? \_\_\_\_\_

v) Number all areas visited during this cycle in order of visit.

Upper & Middle Class \_\_\_\_\_ Slums \_\_\_\_\_

Commercial District \_\_\_\_\_ Industrial District \_\_\_\_\_

Police H. Q. \_\_\_\_\_ Insurgent H. Q. \_\_\_\_\_

vi) Were you arrested? If so, by whom - G \_\_\_\_\_ I \_\_\_\_\_

vii) If so, what happened? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

viii) Please list your resources below.

Resources	Start	Gained	From	Lost	To	Total
Population						
Weapons						
Money						

ix) How many weapons do you wish to use in this cycle? \_\_\_\_\_

Signed \_\_\_\_\_

\* The section outlined in black must be filled in at the START of each cycle.

with him. This is the number of his armed chips plus 20% of his unarmed chips. For example, if a player declared 10 population chips and 5 weapons chips, then he has a force of 5 armed men plus 5 unarmed population. Since unarmed population fight at a 1:5 unit disadvantage, 5 unarmed people equal 1 armed man. The player has, therefore, an effective force of 6.

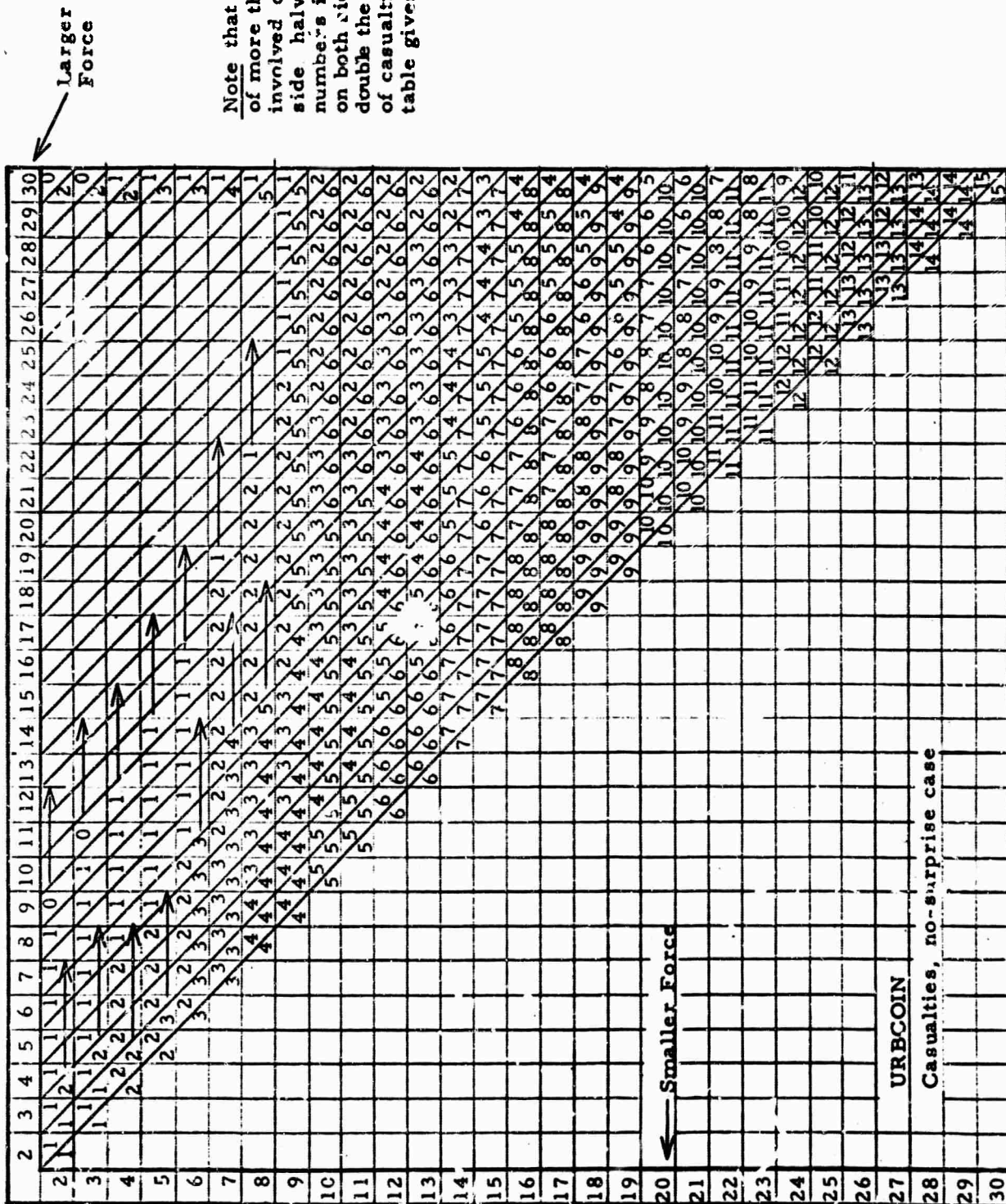
#### B. Actions

If an open conflict breaks out in your area, when, for example, one player decides to resist arrest, riot, attack another, then the procedure is as follows.

Note at the top the nature of the action. Determine which players are taking sides in the action. Check, in the "Involved" column, the side each player has chosen, G, N, or I, for Government, Neutral, or Insurgent. At the bottom of the sheet, enter the total effective force for each of the two sides which are party to the engagement. In this game there are only two parties to a fight. There may be cases when one party to the fight is neither Government nor Insurgent, and in this case they are "N" for record purposes. From these totals calculate total casualties. At the bottom of the next column put in the total number of casualties on both sides (again G, N, or I). Also indicate losses and gains of weapons by plus or minus numbers against G, N, or I. There should be one casualty assessed to the third party for every five taken from the two belligerents. Based on these totals, allocate the losses and gains to the individuals involved. Take the people chip casualties first, marking the casualties against the individual player under the heading "Casualties." Take weapons from the losing side equal to their casualties. Give the weapons chips taken from the losing side to the winners. For example, if the losing side has 5 casualties, take 5 people chips and 5 weapons chips. Hand the 5 weapons chips to the winning side. The transfer of weapons chips should be indicated in the  $\Delta$  weapons column against the appropriate players. For example, if Slum #1 lost two weapons, -2 is marked against his name and +2 against the name of whoever got them. The whole process should be repeated for every engagement in the cycle. You have

### SAMPLE CASUALTY CALCULATOR

Note that if a force of more than 30 is involved on either side halve the number's involved on both sides, and double the number of casualties; the table gives you.



(as opposed to AGILE/COIN, where engagement is broken off by larger @ 25% loss, here engagement is broken off by smaller @ 50% loss.)

space for five engagements in any cycle. Use a separate sheet if there are more than 5.

Assassinations are also treated as engagements. A player who wishes to carry out an assassination hands you a bomb chip. Mark "B" against the bomber's number under the heading "Involved." The bomber may specify up to five players whose chips he would like to assassinate. Place a check against each designated target player under "Involved." The bomber's first attempt in any one cycle will be successful. Further attempts by him during the same cycle will fail. If the attempt succeeds, take one chip from each designated victim. If the assassin has not specified five players, then take one chip from the assassin and enough more from other players (bystanders) at random to make up five. NOTE that only one chip at most should be taken from any player.

#### C. Arrest

If a player resists arrest, an action ensues between him and the arresting party. This should be handled according to the preceding section. If the player loses the action, or if he does not choose to resist, he is arrested. Enter the number of the arresting player against the name of the prisoner under the column marked "Arrested by!" Take a \$1 fine from the prisoner. Fill out the top part of an Arrest Form and give it to the prisoner. The arresting player may then take the prisoner to his Headquarters for interrogation.



ARREST FORM

Cycle No. \_\_\_\_\_ D/N \_\_\_\_\_ Area \_\_\_\_\_

Name of Arrested Player \_\_\_\_\_

Resources:

Population \_\_\_\_\_

Total Money \_\_\_\_\_

Declared Weapons Chips \_\_\_\_\_

HAND THIS FORM TO THE CONTROL TEAM MEMBER IN  
GOVERNMENT HEADQUARTERS. DO NOT SHOW IT TO  
ANYONE ELSE.

\_\_\_\_\_  
DO NOT WRITE BENEATH THIS LINE. FOR CONTROL  
PURPOSES ONLY.

Was there a search? \_\_\_\_\_

Resources Confiscated:

Population \_\_\_\_\_

Weapons \_\_\_\_\_

Money \_\_\_\_\_

Received from Government:

Weapons \_\_\_\_\_

Money \_\_\_\_\_

Time of Arrest: Cycle \_\_\_\_\_ D/N

Time of Release: Cycle \_\_\_\_\_ D/N

Immune from Re-arrest until Cycle \_\_\_\_\_ D/N

If a player produces a valid Safe Conduct Pass, he can successfully resist arrest without an action, but he must leave the local Area immediately or be subject to the regular arrest rules.

Sample Safe Conduct Pass

Player _____
Safe Conduct until Cycle ____ D/N
Signed _____ Control in Govt. HQ

D. Economics

You are also responsible for handling the economic flow in the game. In the next column the normal daily pay for players working in your area is already entered. You normally hand out daily pay at the end of each day. Players must be present at each pay day or they do not get paid. No applications for arrears of pay should be entertained.

It may not be appropriate to pay a particular player even if he is present at pay time. For example, neither the Upper Class owners of the factories nor the factory workers should get paid if the factories are closed by sabotage. Players who have been on strike should similarly not be paid. A player's place of work is clearly indicated on his name tag.

E. Sabotage

At the bottom of the form is a section for recording and dealing with sabotage. A list of the facilities in your area is already written in the left hand column. The next column deals with their status which is either OPEN (functioning) or CLOSED (not functioning because of sabotage). You should keep the column filled out. Enter a check (✓) for open facilities. For a closed one, enter "x" and the number of the

cycle in which it was destroyed. The next columns give the owner of the facility and the cost of replacing a sabotaged facility. In the next column you enter the cost payable for repairs in the particular cycle. If the owner defers payment then the replacement cost increases by the original cost for every cycle that payment is deferred. For example, if a facility costing \$100 is destroyed in cycle 3, and the owner defers payment to cycle 4, he pays \$200. If the owner defers payment until cycle 5 he pays \$300, and \$400 in cycle 6, and so on.

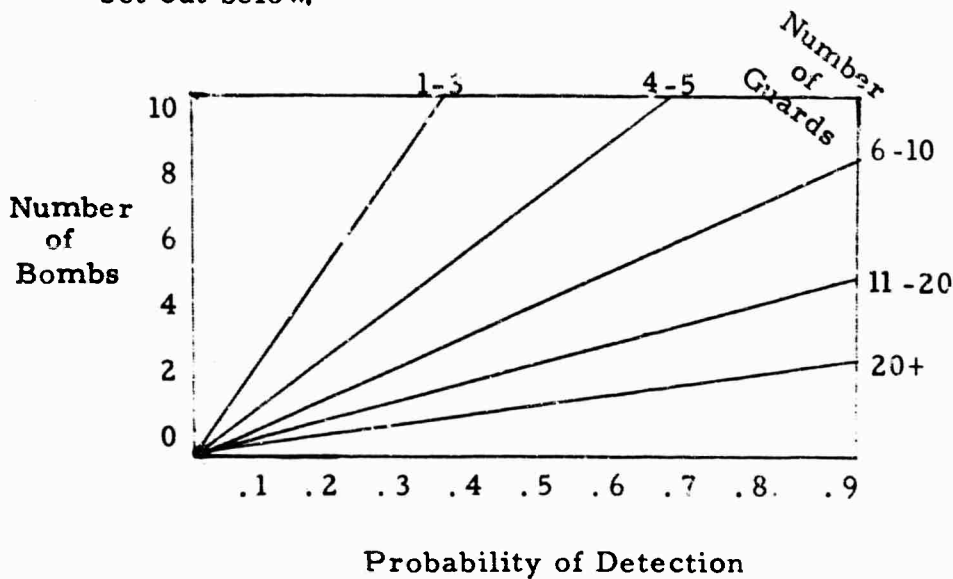
The next column headed "Bombs Required" gives you the number of bombs required to destroy the facility. There is no concept of partial destruction in the game. The next column (# of bomber) should be filled in with the number of the player who gives you the bombs. You should write in the next column against the facility, the number of bombs he gave you. If there are fewer bombs than the number required for the facility, then the facility will not be affected in any way, but the bomber will lose his bomb chips.

In the next column you should write the number of guards (if any) notified to you as stationed at that facility. Anyone stationing a guard must actually give you chips (which you should keep on your desk). All chips guarding a facility MUST BE ARMED, i. e., the player posting a guard must give you an equal number of weapon and population chips.

Guards - In the case where police are guarding the facility (in game terms where blue police chips have been committed) post the number of guards on the chart supplied for the information of players in your area. Details of police guards are presumed to be readily available in the real world. Details of civilian, secret police, or Insurgent guards, on the other hand, are presumed not to be available.

Bombs - A player attempts to bomb a facility by giving you a number of red chips and telling you which facility he is attacking. The number of bombs should be inserted on your Control sheet against the appropriate facility. Five minutes after you receive the bomb chips the bombs are presumed either to have been detonated or discovered. The success or failure of a bomb attack

is governed by (a) how many bombs were planted (in game terms how many bomb chips were committed) and (b) how many guards were posted at the particular facility. The decision should be made on the basis of conditions prevailing at the time the bomb is detonated, not at the time it is planted. For example, if five bomb chips were committed at 10:50 to blow up the airport, the bombs would not be ready to go off until 10:55. At 10:53, however, ten civil police were committed to guard the airport. The probability of detection is assumed not to be altered by the timing of the guards' arrival provided that they arrive before the bomb is ready to go off. In this particular example, with ten guards and five bombs the attack has a probability of detection of .6 according to the chart set out below.



Once you have determined the probability of detection, enter it in the column headed P.D. To determine whether the bombs were in fact detected, look at the first available digit on the string of random numbers set out below. If the number is lower than the P.D. number, then the bombs have been detected, and the attack FAILS. Once a number has been used, it should be crossed off the string and the next number in the string used for the next time the decision becomes necessary.

Random Number String

10 48015011015360201181647916466917149  
 15624903620720969995709129070032586

Announce the result generally. In any successful bombing attack at least five people are killed. Add one casualty for every bomb chip used above 2. Take casualties from the guards at that particular facility first, but if there are not enough guards for the required casualties, take population chips at random from the bystanders, including one from the bomber if he is still in the area. Note in the appropriate columns the number of guards and the number of bystanders killed. You should also confiscate all the bomb chips committed, as they have been exploded and are no longer useful. Weapons belonging to dead guards should also be confiscated. Note that the sabotage rules do not apply to assassinations even though both involve bomb chips. Assassinations are covered by the assassination instructions stated earlier.

If the sabotage attempt fails and the bombs are detected, there are no casualties. Give the bomb chips to the player who placed the guards on the facility.

The last column in the SABOTAGE section is a running check on when a facility will be repaired. Remember that one full cycle must elapse between payment and repair. If a facility is destroyed in cycle 2 it will not be repaired until cycle 4 even if payment is made in cycle 2. If payment is deferred until cycle 3, the facility will not be repaired until cycle 5, and so on.

<u>Facility</u>	<u>Owner</u>	<u>Location*</u>	<u>No. of Bombs Required to Destroy</u>	<u>Repair Cost After Sabotage (Dollars)</u>
Airport	Government	U/C M/C	5	30
Electric Power Station	"	Ind.	10	30
Radio Station	"	Com.	10	30
Railroad Station	"	Com.	10	45
Telephone Exchange	"	Com.	10	30
Treasury	"	Com.	5	60
Water Reservoir and Dam	"	U/C M/C	10	60
Banks, each	Upper Class	Com.	5	20
Factories, each	" "	Ind.	10	15
Upper Class Homes, each	" "	U/C M/C	2	20
Middle Class Homes, each	Middle Class	U/C M/C	2	15
Lower Class Homes, each	Slums	Slum	2	10

\* Code: Com. = Commercial Section  
 Ind. = Industrial Section  
 U/C M/C = Upper and Middle Class Homes  
 Slum = Slum Section

## F. Player Reports

Each cycle, collect a Player Report from each player in your area at the end of each Night period. Do not allow players to leave for their daytime destination until you have received their report. A messenger or the Scorekeeper will come around and collect the reports from you.

## V. Control in Government Headquarters

Your formal duties are:

A. Control all ACTIONS taking place inside Government Headquarters. This may include attacks from outside. The instructions above in section IV, B apply.

B. To keep an account of any arrests. An arrested player must hand you his arrest form. Control in the area in which the player was arrested will have noted the player's name, number, and population chips on the form. He will also have noted the player's declared weapons chips and his total financial resources. If the government decides to "search" the arrested player, you must reveal to them the number of declared weapons and half of the total money. The prisoner must then produce them. Do not volunteer the information. Wait for the Police to ask you. Remember that no physical searching is allowed.

You should answer the questions on the bottom half of the form, as follows:

- 1) Was there a search? Answer yes or no.
- 2) Resources confiscated. The government may take a player's declared weapons chips. The player may decide to resist in which case an action ensues and should be dealt with accordingly. The government may only take HALF of a player's financial resources. Population chips, however, cannot be impressed to the government side. The government may "shoot" population chips. You should confiscate any "dead" chips.
- 3) Received from Government. The government may decide to give players money or weapons. Note the amount of money or number of weapons chips.
- 4 and 5) Time of Arrest and Time of Release. Please note the number of the cycle and ch D or N, for Day or Night.

6) Immune from re-arrest. When a player is released he may not be re-arrested for one cycle. For example, if a player was released in the daytime period of cycle 4, he can not be re-arrested until the daytime period of cycle 6. You should be careful to note the next possible time at which a released player can be re-arrested, and should also give him a SAFE CONDUCT. (specimen below)

Player _____
Safe Conduct until Cycle ____ D/N
Signed _____
Control in Govt. HQ

Do not forget to sign this form legibly in order to prevent forgery.

C. Apart from these duties, you are asked to keep an informal record of the events in Government Headquarters, including the nature of plans and orders issued by the Team leader, information gained from prisoner interrogation, expressed attitudes of Government team toward other players, key decisions made, etc.

#### VI. Scorekeeper

The following are the criteria for victory by either Government or Insurgents. All conditions must be met simultaneously and must hold for one full cycle. That is, two successive sets of report data must agree that all of the conditions are met.

#### Political

1. 75% of the Lower Class must declare loyalty for the winning side.
2. 50% of the Middle Class must declare loyalty for the winning side.

The Upper class vote does not count. Count loyalties according to total chips voted on each side. In determining the base of the percentage, do not count blanks or missing reports. In other words, the total vote is the sum of chips actually declared for G + N + I. If, however, the total Neutral (N) vote is less than 20% of G + N + I, ignore the Neutral vote and use only G + I as the base.

#### Military

The losing side must suffer in casualties 50% of its original population. The starting figures may vary from game to game, but will typically be around 100 each for Government and Insurgents. Weapons do not matter in this accounting.

At the start of each cycle, you collect the player and umpire report forms either from the Messenger or from the Umpires directly. From these reports compile a summary of Lower and Middle Class votes and of Government and Insurgent casualties. Check these against the Win Criteria, and keep the Chief Umpire generally informed of their status. Specifically, inform the Chief Umpire when and if all of the criteria are first met, since the game will end after the next cycle, if there are no further significant changes.

The criteria for determining the winning Citizen player have no direct effect on ending the game. In order to establish the result, however, you must keep track of all Citizen finances. The following conditions define the winner:

#### Political

In order to win, a player must have declared, in his final Report, loyalty for the winning belligerent side. Note that unless there is a decisive victory for one belligerent or the other, there can be no "winning citizen". In particular, the Neutrals do not win if the conflict is undecided, since the implied prolonged conflict will affect all citizens adversely.

#### Economic

Among those finally loyal to the winning belligerent, the winning citizen is that one who has achieved the greatest percentage increase in his wealth (cash supply) over his starting position. Players owning unrepaired facilities are penalized by an amount equal to the current repair cost of their facilities. NOTE, that if and only if the Government team wins, the civil policeman with the most money at the end of the game is also an individual winner.

If and when time permits, assist the Chief Umpire in his roving control duties.

### VII Chief Control

Your principal function is to maintain overall control of the game, circulating among the various areas and assisting the local umpires as needed. In addition, you have two specific duties:

Timekeeping: You are responsible for maintaining the basic time sequences of the game -- 10 minutes for each half-cycle with a 4-minute grace period starting 2 minutes from the end of each half-cycle and lasting until 2 minutes after the start of the next half-cycle. Use a bell or whistle to indicate each significant time point.



Ending the Game: It is important that player attitudes and actions not be affected by certain knowledge that the game is about to end. Therefore, when you have decided to end the game, either because the Win Criteria are met or because of lack of time, inform the Umpires to collect Player Reports at the end of the final cycle without telling the players that the game is in fact over. When the reports are collected, the Umpires will direct the players to the debriefing room.

## SUMMARY OF PLAYER RESOURCES\*

### Distribution of Chips and Money:

CHIPS All players, except civil policemen, start the game with ten varicolored chips, except lower class players, who start with twenty. Half of the Citizen players receive in addition one red (arms) chip each. The Government leader has 110 red chips at his disposal at the start of the game. He also has 100 blue chips. The Insurgent leader has 30 red chips at the start of the game.

BOMBS The Insurgents begin the game with 50 bombs. The Government starts with 10 bombs.

MONEY The Government leader starts with \$1000 in cash. Citizens and cover roles have the following amounts, representing savings:

Upper Class	\$250 each
Middle Class	50 each
Lower Class	10 each

The Insurgent leader has no extra cash at the start.

Daily wages are as follows:

Upper Class	\$ 20 each
Middle Class (professionals)	5 each
Middle Class (shopkeepers)	2 each
Lower Class (employed only)	1 each

Unemployed players who are later hired are paid by their employers, not by Control.

\* The distribution of resources can be changed at the discretion of Control.

## INDEX TO INSTRUCTIONS FOR UMPIRES

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URBCOIN

MILITARY SCORE CHART

Cycle No. \_\_\_\_\_

Government

Player and No.	No. of chips at start	Casualties	Current No.
Head of Government and Civil Police.	90		
Middle Class (Secret Police)	10		
Lower Class (Secret Police)	15		
Total	115		

Insurgents

Player and No.	No of chips at start	Casualties	Current No.
Middle Class	10		
Middle Class	10		
Lower Class	15		
Lower Class	15		
Lower Class	15		
Total	65		

NOTE: if either the Government or the Insurgent forces are reduced to half their starting level, check the political score chart to see if one side has one.

URBGOIN

GAME

POLITICAL SCORE CHART

Cycle no. \_\_\_\_\_

Middle Class.

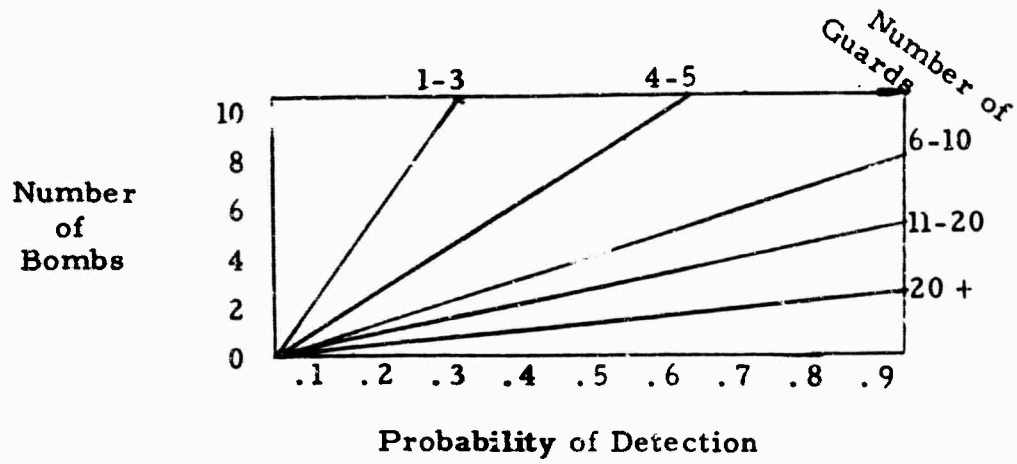
Player and No.	No. of surviving population	Loyalty			% Loyalty		
		G	N	I	G	N	I
Middle Class							
Middle Class							
Middle Class							
Middle Class							
Total							

Lower Class

Player and No.	No of surviving population	Loyalty			% Loyalty		
		G	N	I	G	N	I
Lower Class							
Lower Class							
Lower Class							
Lower Class							
Lower Class							
Lower Class							
Lower Class							
Lower Class 26							
Lower Class 27							
Lower Class 28							
Lower Class 29							
Lower Class 30							
Totals.							

URBCOIN CONTROL

Probability of Detection Chart



Random Number Table

1 0 4 8 0 1 5 0  
1 1 0 1 5 3 6 0  
2 0 1 1 8 1 6 4  
7 9 1 6 4 6 6 9  
1 7 1 4 9 1 5 6  
2 4 9 0 3 6 2 0  
7 2 0 9 6 9 9 5  
7 0 9 1 2 9 0 7

NOTE: You will be told where to start in this table by the Chief Control before the start of the game.

AGILE COIN GAME  
U.P.B-COIN GAME

CRITIQUE

1. What role did you play in the game?
2. What aspect did you find most realistic?
3. What aspect did you find most un-realistic?
4. What was your best move?
5. What was your worst error?
6. What would have been your best strategy?
7. Did you become deeply involved in the action?
8. Do you think the game was too short, about right, or too long? (circle one)
9. Do you think the game was too complex, about right, or too simple? (circle one)
10. Do you think the teams had too few, about the right number, or too many players? (circle one)
11. How many times should a soldier play the game to exhaust its training possibilities? Once? Three times? Ten times? Thirty times? (circle one)
12. What did you find most confusing about the game?
13. Who would learn most from playing this game?
14. What could be learned from observing many plays of the game?
15. How does the game compare with other training techniques?
16. How does the game compare with other search techniques?
17. Please write any suggested improvements on back of sheet.  
Thank you.

---

Name

---

Telephone No.

## URB-COIN SCENARIO

### Geography and Administration

The country is largely flat and agricultural, the fields broken only by small isolated villages. The only city in the country is the capital, which is divided into four general areas. The commercial section contains the banks, the large stores, and the treasury. The industrial section contains the factories and the power station. The slums begin on the fringe of the industrial section and stretch for several square miles of rickety shacks and dirt paths. To the north of the slum area, stretching out to the surrounding hills, are the homes of the middle and upper classes. The dam and reservoir that provide the city's water supply and the airport are also located in this area.

The government, with the aid of a small army, is in fairly good control of the country. The army, which is only 5000 strong, is fully occupied with garrison and administrative duties around the country. Several day's travel are required for any substantial force to reach the city, and the army is traditionally unwilling to move out of its quarters. Order in the city is, therefore, maintained entirely by a fairly large, well-armed police force. The police/population ratio is about 1:4.

### Socio-Economic Background

Ownership of the banks, factories and other facilities of the city is concentrated in the hands of the government and a few wealthy citizens. Apart from this small number of wealthy citizens, the city has a medium-sized middle class (about 20% of the population) consisting of the bureaucrats who manage government facilities, white collar workers managing private facilities, department store managers, lawyers, doctors, and small shopkeepers. The bulk of the population (some 75%) live in the city slums. Over half of the slum dwellers are usually employed in low prestige commercial jobs - factory workers, bank clerks, and the like - or in lowly positions in government-owned facilities like the railroad or the treasury. Just under half of the slum dwellers are unemployed at any one moment.



## Political Background

The people of the city are generally unconcerned with politics. Those of the population who are economically self-sufficient wish to be allowed to continue earning their living. All the employed section of the population are basically government supporters, or at the least, tolerant of the present situation. If, however, their economic position were to worsen or the government appear incapable of preserving order, they would take action to preserve themselves and their jobs. The upper classes in the city have a vested interest in the status quo. They are government supporters, but their basic loyalty is to themselves, and they would be unlikely to give any help or support to a regime that could not preserve law and order. In the event of widespread disturbance, the upper classes would probably make arrangements for their own safety independently of the government.

The large number of unemployed citizens, although much concerned about their economic plight, are mostly politically apathetic. They are not exactly government supporters, but they are tolerant of the situation and are not particularly inclined to protest. This attitude could be changed should the government be seen to be losing control.

Not all the citizens are so tolerant of the situation. It is known that there are discontented people who feel that there is little hope of any solution to their problems in the present government. These malcontents, believing that violent means are justified to put an end to the present regime, have banded together in clandestine revolutionary opposition to the government and seek to mobilize the rest of the citizenry. They are known to have accumulated various weapons.

Most of the citizens are not paying much attention to the incipient insurgency, as most are not convinced that any violent action is necessary or justified. Should the situation worsen, the government take repressive action, or economic dislocation ensue, some of the citizenry might be inclined to join the insurgents. It is, however, quite likely that many would become active government supporters in return for government protection. The government is concerned about the insurgent plotters and has recently increased its secret police force, but this force has not yet been able to identify the insurgents or uncover any information about their organization.

URB-CON PLAYER PROFILES

## URBCOIN

### Head of Government Team

You are the head of the Government team and therefore control all police forces, both civil and secret, in the city. As such, you are ultimately responsible for maintaining public order and for defeating the armed insurgents who are attempting to bring down your government.

The forces at your disposal are probably larger than the insurgent forces, but as the government, you will doubtless be required to commit considerable manpower to the defense of installations and population groups against insurgent sabotage and terrorism. If necessary, you may take drastic measures--martial law, curfews, police terror, etc.--but you must remember that innocent population players detained by the police are likely to become better disposed toward the insurgents when released. (Be sure to read the rules on violence, arrest, terrorism and sabotage carefully.)

You may use the secret police, who are disguised as population members, at your discretion. You may also use bribes, rewards and other pressures to recruit agents among the population and to gather intelligence on insurgent activities.

It is possible, though not likely, that policemen will resign from the force. Should they do so, they must surrender their arms (represented by red chips) to you and return to lower class status. In such a case, you are free to do as you like with the red chips--retain them yourself, recruit a new policeman, or distribute the chips to the remaining loyal officers. Blue civil police chips must be returned to Control by a resigning police officer.

The secret police are: \_\_\_\_\_  
\_\_\_\_\_

Names will be supplied by Control  
before the start of the game

## URBCOIN

### Civil Policeman

(Please read the rules on arrest, violence, terrorism and sabotage carefully.)

You are a member of the police force subject to the orders of the police chief to whom you are required to be loyal as long as you remain on the force. Your duties are to maintain public order and to defeat the insurgency.

If so ordered by your chief, you may arrest suspicious individuals, enter military engagements with insurgent units, enforce curfews, martial law and the like, and conduct searches. You should remember, however, that innocent civilians detained by the police are likely to be more favorably disposed toward the insurgents when released.

Your social origins are lower class and should you decide to resign from the force, you must turn your arms (represented by red chips) over to the police chief and revert to lower class status.

You revert to lower class status by exchanging your blue civil police chips for ordinary population chips with Control.

## URBCOIN

### Upper Class

You represent one of the wealthy upper class in the city and own the banking facilities. In this capacity, you are one of the two members of the population who is able to dispense jobs to unemployed members of the population.

Quite obviously, you are interested in stability so that your enterprise can function without interruption. Strikes, riots, sabotage, dislocation in general will all cost you money.

You favor political stability and therefore tend to support the established authority, but at the same time, you are close-fisted with your money and not easily persuaded to part with it for government purposes. You may, however, find it necessary to dispense appropriate bribes and to pay protection money to guard your investments.

The banks are located in the Commercial section, and you should go there for some part of each day.

U.F. BCOIN

Middle Class: Banker

You manage a department in the main bank in the Commercial sector of the city and should report to that sector every day.

Politically, you favor the status quo and are initially at least a supporter of the established forces of law and order. You would however be disturbed if the Government were to adopt repressive measures that impinged on your way of life. You have an instinctive suspicion of both violence and ideology and are obviously not inclined to favor the Insurgent cause, unless it seems to you that the existing Government could no longer preserve law and order. Your physical and economic safety are very important to you and you would consider pragmatically any method of maintaining your physical safety and social position.

Game 2

URBCOIN

Middle Class: Lawyer

You are a well-known and prosperous corporation lawyer, and have a good consulting practice for the Government as well. You are making good money now and hope to make enough soon to buy a large country house and live in the style of the upper classes. You are very interested in preserving the status quo and in increasing your economic status. You are suspicious of both violence and ideology and quite prepared to consider any means of looking after your own interests. You have no true loyalty to the Government and if they turned out to be unable to protect you or to preserve the status quo, you would be prepared to come to some arrangement with the Insurgents or make your own arrangements to defend yourself.

You have no set daily routine (and no set daily pay) and may move freely round the city during the daytime.

URBCOIN  
Middle Class: Factory Manager

You represent the prosperous managerial and professional middle class in the city. Your work is in the Industrial section but your home is in the moderately exclusive part of the residential section.

Politically, you tend to favor the status quo but would become angry were the Government to adopt repressive measures directed at you. Nonetheless, you have an instinctive suspicion of both violence and ideology. You are not a very revolutionary class.

Physical and economic security are of great importance to you. You would be likely to demand police protection were terrorism to break out and were you not able to get it, you might well be willing to pay the Insurgents for protection.

Since the factories are in the industrial section, your normal routine takes you to that section every day.



Game 2

URBCOIN

Middle Class: Small Shopkeeper

You represent some of the small shopkeepers in the city. Your shops are in the Industrial section, but you reside in the less-exclusive parts of the residential area.

You are only moderately well-off and lack higher education. You have grown tired of kow-towing to the richer people who come to your shop and order you around. You sense social injustice and have decided that the time has come to try and get a better life, by force if necessary. You met the Insurgent leader and became inspired by him and his cause. He trusts you, he has helped you out of some police scrapes, and his vision of the new order accords with yours. You have complete faith in his capability and are prepared to follow all his orders to the letter.

As a small shopkeeper your daily routine takes you to the Industrial section every day. While this routine is not mandatory, any deviation from it may arouse police suspicions.

Game 2

URBCOIN

Secret Policeman

Cover: Middle Class - Store Manager

You manage a large store in the Commercial section. You are in fact a member of the secret police and supplement your income by working for the Government. The extra money enables you to gratify your extravagant tastes.

Your operations are under the direct control of the Government head. At his discretion, you may or may not be furnished with arms, but, in any case, you should remember that you must be careful not to expose yourself as a secret police agent. Should you do so, your usefulness in gathering intelligence will be severely limited.

Should you be so ordered and appropriately armed, you may carry out terrorism on the Government's behalf. You may also arrest, search and exercise police powers in general and may also overrule the authority of a civil policeman, but, again, at considerable risk of detection.

The Government head may also order you to commit your armed chips to guarding an installation or population group. (The number of civil police guarding a facility or group must be public information, but the Government may prepare ambushes for the Insurgents by committing a secret police detail.) The section on GUARDS in the player rules discusses this point. You go to the Commercial sector during the day.

URBCOIN

Insurgent Leader

Cover: Middle Class - Head of Department in the Treasury

Ostensibly, you represent the prosperous managerial and professional middle class in the city. You work in the Commercial section but your home is in the moderately exclusive part of the residential area. As a student, you were known to be a radical, but professional and financial success are believed to have made you a contented conservative. You have few friends, but many acquaintances.

Actually, you are the leader of the Insurgents. You have remained idealistic, independent, and very ambitious. You have grown both shrewd and tough. Frustrated and ambittered by the Government's failure to give you an important office, you are dedicated to taking over its leadership. Your radical sympathies and personal ambitions have combined to make you a dedicated (but secret) revolutionary. You intend to take over the country or die trying -- but you are too shrewd to throw away your chance recklessly.

You are ready to resort to any unscrupulous method, including terror and violence, because you believe that the end justifies the means. At the same time, you have a shrewd awareness of the need for popular support to gain your objective of taking over.

Certain promises of foreign support if you win, together with an apparent incapacity of the Government to cope with economic and social problems, leads you to believe that the time is ripe for revolution. Your organization is ready to act on your command. The citizenry is confused, the Government weak and not popular. The next few days will tell whether the fate you have been preparing for all your life will come to pass.

Your first move is a campaign of selective terror against the Government, demonstrating its incompetence and the existence of wide-spread opposition and provoking them into outrages against innocent citizens. You will simultaneously

begin the very careful recruiting of support from the increasingly disaffected citizenry. Your organization is still too weak for a head-on clash with the combined Government forces, but your initiative enables you to gain local surprise and superiority against their scattered forces.

Your loyal followers are \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_. They are organized on the cell principle, and are unaware of each others' true loyalties. It is up to you to decide how and when to inform them about their fellow conspirators.

It is advisable that you set up a headquarters somewhere away from the play area for use as a sanctuary. This sanctuary might also be used as a jail for abducted individuals. It need not be stationary.

You must beware of the secret police. As a head of department in the Treasury, you are committed to a daily routine which takes you to the Commercial sector every day. In any deviation from this routine you risk attracting the notice of the police.

Game 2

URBCOIN

Lower Class: Waiter

You are a member of the lower class employed as a waiter in one of the better restaurants in the commercial section. Your home is in the slum section. You see yourself as a skilled man, and are generally reasonably well paid. You are politically conscious, but tend to favor the status quo. Strikes, lockouts and disruption in general tend to put you out of work. You are responsive to promises of higher wages and better living conditions, but as long as your present economic and physical security is assured, you are not likely to join in revolutionary efforts. In other words, you will tend to support the Government as long as it can protect you.

Game 2

INSURGENT

Cover: Lower Class - Worker in the Electric Power Station

Although poor and lacking higher education, you have always sought a better life. You came to the city as a youthful, penniless peasant, having torn up all your family roots. After several meetings with the Insurgent leader, \_\_\_\_\_, you have become totally devoted to him and to his revolutionary cause. He has trusted you, helped you out of some scrapes with the police, and given your life new meaning. You are prepared to do whatever is necessary, no matter how ruthless, to assure the victory of your hero.

You are currently employed in the Power station. As the station is located in the Industrial section, your normal daily routine takes you to that section. This routine is not mandatory but any deviation from it might arouse the suspicion of the Government or the secret police.

INSURGENT

Cover: Lower Class - Railway Worker

Although poor and lacking higher education, you have always sought a better life. You came to the city as a youthful, penniless peasant, having torn up all your family roots. After several meetings with the Insurgent leader, \_\_\_\_\_, you have become totally devoted to him and to his revolutionary cause. He has trusted you, helped you out of some scrapes with the police, and given your life new meaning. You are prepared to do whatever is necessary, no matter how ruthless, to assure the victory of your hero.

You are currently employed as a railway worker. The railway is in the Commercial section so your normal daily routine takes you to that section. This routine is not mandatory but any deviation from it might arouse the suspicion of the Government or the secret police.

URBCOIN

Secret Police

Cover: Lower Class - Unemployed

You are a member of the lower class unemployed. You are unemployed largely because you are too lazy to work, but also because you have a steady income from the Government as a member of the secret police. Your taste for drinking and gambling made you a willing recruit for the secret police apparatus of which you have been a member for several years.

Your operations are under the direct control of the head of Government, to whom you are very loyal. He will give you your orders and may or may not furnish you with arms. You may engage in violence, carry out police functions or even overrule the authority of a civil policeman, but in doing so, you run the risk of losing your secret status and thereby minimizing your value as an intelligence gatherer and provocateur.

The Government head may also order you to commit armed chips to guarding an installation or population group. (The number of civil police guarding a facility or group must be public information, but the Government may prepare an ambush as for the Insurgents by committing a secret police detail.)



## URBCOIN

### Upper Class

You represent one of the wealthy upper class in the city and own the major factories. In this capacity, you are one of the two members of the population who is able to dispense jobs to unemployed members of the population.

Quite obviously, you are interested in stability so that your enterprises can function without interruption. Strikes, riots, sabotage, dislocation in general will all cost you money.

You favor political stability and therefore tend to support the established authority, but at the same time, you are close-fisted with your money and not easily persuaded to part with it for government purposes. You may, however, find it necessary to dispense appropriate bribes and to pay protection money to guard your investments.

The factories are located in the Industrial section, and you should go there for some part of each day.

## INSURGENT

(Cover: middle class banker)

Superficially you lead the life of a quiet, hard-working engineer. You manage a department in the main bank. You are known by your few friends to be critical of the inefficiency of the government, but this is not taken too seriously because you have a reputation for skepticism and acid wit.

Actually, you are disgusted with the government's ineffectiveness and angry at the stagnation of industry (and your career). You have met the Insurgent leader \_\_\_\_\_ socially and privately have become persuaded that your future is linked with his. You believe he can and should take over the government and are ready to help him at whatever risk.

The banks are located in the commercial sector, and your normal routine takes you to that sector every day.

## INSURGENT LEADER

(Cover: Middle class lawyer)

Superficially, you lead the life of a respectable middle-class criminal lawyer. As a student, you were known to be a radical, but professional and financial success are believed to have made you a contented conservative. You have few friends, but many acquaintances.

Actually, you are the leader of the Insurgents. You have remained idealistic, independent, and very ambitious. You have grown both shrewd and tough. Frustrated and embittered by the Government's failure to give you an important office, you are dedicated to taking over its leadership. Your radical sympathies and personal ambitions have combined to make you a dedicated (but secret) revolutionary. You intend to take over the country or die trying--but you are too shrewd to throw away your chance recklessly.

Your contacts with lawyers and criminals through your legal work have enabled you to build a formidable conspiratorial network of revolutionaries, whose identities are known only to you. You are ready to resort to any unscrupulous methods, including terror and violence, because you believe that the end justifies the means. At the same time, you have a shrewd awareness of the need for popular support to gain your objective of taking over.

Certain promises of foreign support if you win, together with an apparent incapacity of the government to cope with economic and social problems, leads you to believe that the time is ripe for revolution. Your organization is ready to act on your command. The citizenry is confused, the government weak and not popular. The next few days will tell whether the fate you have been preparing for all your life will come to pass.

Your first move is a campaign of selective terror against the government, demonstrating its incompetence and the existence of widespread opposition and provoking them into outrages against innocent citizens. You will simultaneously begin the very careful recruiting of support from the increasingly disaffected citizenry. Your organization is still too weak

**INSURGENT LEADER**

2

(Cover: Middle class lawyer)

for a head-on clash with the combined government forces, but your initiative enables you to gain local surprise and superiority against their scattered forces.

Your loyal followers are \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_. They are organized on the cell principle, and are unaware of each others' true loyalties. It is up to you to decide how and when to inform them about their fellow conspirators.

It is advisable that you set up a headquarters somewhere away from the play area for use as a sanctuary. This sanctuary might also be used as a jail for abducted individuals. It need not be stationary.

You must beware of the secret police. As a lawyer you may move freely in the game and are not committed to a daily routine (except that it may be unwise to wander around at nights).

## URBCOIN

### Middle Class: Plant Manager

Although you are not skilled in managerial techniques, you manage a major-plant in the industrial sector, a job you got in consideration for your outstanding and continuing efforts as a member of the secret police. You are naturally very grateful. You owe your station in life to the Government and are therefore loyal to your superiors, come what may.

Your operations are under the direct control of the Government head. At his discretion, you may or may not be furnished with arms, but in any case, you should remember that you must be careful not to expose yourself as a secret police agent. Should you do so, your usefulness in gathering intelligence will be severely limited.

Should you be so ordered and appropriately armed, you may carry out terrorism on the Government's behalf. You may also arrest, search and exercise police powers in general and may also over-rule the authority of a civil policeman, but again, at considerable risk of detection.

The Government head may also order you to commit your armed chips to guarding an installation or population group. (The number of civil police guarding a facility or group must be public information, but the Government may prepare ambushes for the insurgents by committing a secret police detail.) The section on GUARDS in the player rules discusses this point. You go to the Industrial Sector during the day.

## URBCOIN

### Lower Class: Unemployed and Semi-employed

You represent the unskilled and frequently unemployed segments of the working class population. Your standards of living and literacy are low, but you are generally rather apathetic about your lot and about society in general. When roused, however, you can be extremely violent.

Politically, you tend to respond favorably to demagogic appeals. You would be happy to "get" the middle and upper classes whom you see as exploiters, but you are extremely afraid of the police. You do not attach any particular value to stability, but again, your fear of the police and your perception of the situation as hopeless reduce you to a sullen distrust toward all authority.

You are currently unemployed and have, therefore, no daily routine that you need follow. You may wander around looking for a job but being careful not to arouse police suspicion. Remember the police are looking for insurgents and will be very nervous.

## URBCOIN

### Middle Class: Small Shopkeeper

You represent some of the small shopkeepers in the city. Your shops are in the industrial section, but you reside in the less-exclusive parts of the residential area.

Politically, you are quite conservative and favor stability above all else. Disruption is bad for your business. In any conflict, you would initially tend to favor the Government side, but you are also very sensitive to your own physical and economic security. You would probably reconsider your political alignment were the Government unable to protect you.

Since your shops are in the industrial section, your normal routine takes you there every day.

## URBCOIN

### Middle Class: Manager of Electric Power Station

You represent the prosperous managerial and professional middle class in the city. You manage the Electric Power Station in the industrial section but your home is in the moderately exclusive part of the residential section.

Politically, you tend to favor the status quo but would become angry were the Government to adopt repressive measures directed at you. Nonetheless, you have an instinctive suspicion of both violence and ideology. You are not a very revolutionary class.

Physical and economic security are of great importance to you. You would be likely to demand police protection were terrorism to break out and were you not able to get it, you might well be willing to pay the insurgents for protection.

Since the power station is in the industrial section, your normal daily routine takes you to the industrial section every day.



## URBCOIN

### Middle Class: Managerial and Professional Department Store Manager

You represent the prosperous managerial and professional middle class in the city. Your work is in the commercial section but your home is in the moderately exclusive part of the residential section.

Politically, you tend to favor the status quo but would become angry were the Government to adopt repressive measures directed at you. Nonetheless, you have an instinctive suspicion of both violence and ideology. You are not a very revolutionary class.

Physical and economic security are of great importance to you. You would be likely to demand police protection were terrorism to break out and were you not able to get it, you might well be willing to pay the insurgents for protection.

Since your store is in the commercial section (think of it as the local Bonwit Teller) your normal routine takes you to that section every day.

URBCOIN

Middle Class: Managerial and Professional  
Head of Department in the Treasury

You represent the prosperous managerial and professional middle class in the city. Your work in the commercial section but your home is in the moderately exclusive part of the residential section.

Politically, you tend to favor the status quo but would become angry were the Government to adopt repressive measures directed at you. Nonetheless, you have an instinctive suspicion of both violence and ideology. You are not a very revolutionary class.

Physical and economic security are of great importance to you. You would be likely to demand police protection were terrorism to break out and were you not able to get it, you might well be willing to pay the insurgents for protection.

The Treasury is located in the commercial section and your normal routine takes you there every day.

## URBCOIN

### Lower Class: Waiter

You are a member of the lower class employed as a waiter in one of the better restaurants in the commercial section. Although your income has always been limited, you have developed a good deal of familiarity with and taste for expensive foods and wines. These tastes, combined with your rather disdainful view of the unlettered masses, made you a willing recruit for the secret police apparatus of which you have been a member for several years. Normally you go to the commercial section every day.

Your operations are under the direct control of the head of Government, to whom you are very loyal. He will give you your orders and may or may not furnish you with arms. You may engage in violence, carry out police functions or even over-rule the authority of a civil policeman, but in doing so, you run the risk of losing your secret status and thereby minimizing your value as an intelligence gatherer and provocateur.

The Government head may also order you commit armed chips to guarding an installation or population group. (The number of civil police guarding a facility or group must be public information, but the Government may prepare ambushes for the Insurgents, by committing a police detail.)

## URBCOIN

### Lower Class: Factory Worker

You represent the skilled, generally employed section of the working class. You work in a factory and are paid well in comparison to the rest of the lower class. Because you are organized into labor unions, you tend to be cohesive and politically conscious as regards your own interests. You live in the slum section.

You do not have a great deal of sympathy for the unskilled and unemployed parts of the population. Not only are they lazy and immoral, but they are possible rivals for your job.

Politically, you favor the status quo. Strikes, lockouts, disruption in general--these put you out of work. You are responsive to promises of higher wages and better living conditions, but as long as your present economic and physical security is assured, you are not likely to join in revolutionary efforts. In other words, you will tend to support the Government as long as it can protect you.

The factory is in the industrial sector and your normal routine takes you there every day.

## INSURGENT

(Cover: lower class factory worker)

Although poor and lacking higher education, you have always sought a better life. You came to the city as a youthful, penniless peasant, having torn up all your family roots. After several meetings with the Insurgent leader \_\_\_\_\_, you have become totally devoted to him and to his revolutionary cause. He has trusted you, helped you out of some scrapes with the police, and given your life new meaning. You are prepared to do whatever is necessary, no matter how ruthless, to assure the victory of your hero.

At the moment you have a job in the factory. Your normal daily routine, therefore, takes you to the industrial section every day.

## URBCOIN

### Lower Class: Electric Power Station Employee

You represent the skilled, generally employed section of the working class. You work in the power station and are paid well in comparison to the rest of the lower class. Because you are organized into labor unions, you tend to be cohesive and politically conscious as regards your own interests. You live in the slum section.

You do not have a great deal of sympathy for the unskilled and unemployed parts of the population. Not only are they lazy and immoral, but they are possible rivals for your job.

Politically, you favor the status quo. Strikes, lockouts, disruption in general--these put you out of work. You are responsive to promises of higher wages and better living conditions, but as long as your present economic and physical security is assured, you are not likely to join in revolutionary efforts. In other words, you will tend to support the Government as long as it can protect you.

The power station is located in the industrial section and your normal routine takes you there every day.

## UPBCOIN

### Lower Class: Bank Clerk

You represent the skilled, generally employed section of the working class. You work in the bank and are paid well in comparison to the rest of the lower class. Because you are organized into labor unions, you tend to be cohesive and politically conscious as regards your own interests. You live in the slum section.

You do not have a great deal of sympathy for the unskilled and unemployed parts of the population. Not only are they lazy and immoral, but they are possible rivals for your job.

Politically, you favor the status quo. Strikes, lockouts, disruption in general--these put you out of work. You are responsive to promises of higher wages and better living conditions, but as long as your present economic and physical security is assured, you are not likely to join in revolutionary efforts. In other words, you will tend to support the Government as long as it can protect you.

The banks are located in the Commercial section, so your normal routine takes you to this section every day.

## INSURGENT

(Cover: lower class worker in the Bank)

Although poor and lacking higher education, you have always sought a better life. You came to the city as a youthful, penniless peasant, having torn up all your family roots. After several meetings with the Insurgent leader \_\_\_\_\_, you have become totally devoted to him and to his revolutionary cause. He has trusted you, helped you out of some scrapes with the police, and given your life new meaning. You are prepared to do whatever is necessary, no matter how ruthless, to assure the victory of your hero.

You are currently employed in a bank. As the banks are located in the commercial section, your normal routine takes you to that section every day.



## URECOIN

### Lower Class: Railway Worker

You represent the skilled, generally employed section of the working class. You work in the booking office and are paid well in comparison to the rest of the lower class. Because you are organized into labor unions, you tend to be cohesive and politically conscious as regards your own interests. You live in the slum section.

You do not have a great deal of sympathy for the unskilled and unemployed parts of the population. Not only are they lazy and immoral, but they are possible rivals for your job.

Politically, you favor the status quo. Strikes, lockouts, disruption in general--these put you out of work. You are responsive to promises of higher wages and better living conditions, but as long as your present economic and physical security is assured, you are not likely to join in revolutionary efforts. In other words, you will tend to support the Government as long as it can protect you.

The railway station is in the commercial section so your normal routine takes you to the section every day.

## URBCOIN

### Lower Class: Clerk in the Treasury

You represent the generally employed section of the work-class. You work in the Treasury and are paid well in comparison to the rest of the lower class. Because you are organized into labor unions, you tend to be cohesive and politically conscious as regards your own interests. You live in the slum section.

You do not have a great deal of sympathy for the unskilled and unemployed parts of the population. Not only are they lazy and immoral, but they are possible rivals for your job.

Politically, you favor the status quo. Strikes, lockouts, disruption in general--these put you out of work. You are responsive to promises of higher wages and better-living conditions, but as long as your present economic and physical security is assured, you are not likely to join in revolutionary efforts. In other words, you will tend to support the Government as long as it can protect you.

The Treasury is located in the commercial section. Your normal routine takes you to this sector every day.

## INSURGENT

(Cover: lower class unemployed and occasional domestic servant)

You have a fanatic hatred of the government, the upper classes, and to some degree of all authority. You have suffered insults, unemployment, near-starvation, and police beatings. Your grievances have made you absolutely ruthless, but your sufferings have also made you vigilant and careful. You support the Insurgent leader \_\_\_\_\_ because you believe that he can destroy the government and the classes that you hate.

Since you are unemployed you have no daily routine and may go where you want, looking for a job. It might be unsafe to wander round at night.

APPENDIX C  
UR B-COIN SUMMARIES

## SUMMARY OF URBCOIN I

Played at Abt Associates Inc., Jan. 13, 1966

URBCOIN I resulted in a victory for the Government, which followed a strategy of first identifying and then destroying the insurgents. Civil and secret police were administered separately by the Government leader, with the civil police assigned to surveillance and the secret police assigned to infiltrate the insurgent movement.

Because of their history of activism in previous games, the Government leader singled out Rosen, Boice and Kinley as his prime suspects. He was quite correct in his suspicions - Rosen, Boice and Kinley were indeed Insurgents - but it was deemed necessary to identify the leader before moving against them. Police were instructed to allow the first acts of sabotage to take place in order to identify suspects. Meanwhile, the upper class quietly financed Government operations and the police recruited an informer in the person of Moore, a lower class player.

Rosen, a plant manager and also the Insurgent leader, tried to dupe Cutrona, the upper class, into giving him money to pay the workers. Cutrona refused and reported Rosen to the police. Meanwhile, Magary, the fourth insurgent, was identified as she attempted to create unrest among the lower class population.

The first overt insurgent act was a bank robbery by Boice, who was arrested shortly afterwards. Boice had not managed to dispose of his loot in the interval but succeeded in concealing it from the police search. He was released. The Government leader suspected that Boice had tricked him, however, and resorted to physical search from that point forward.

The Government then decided to round up the suspected Insurgents but the latter, suspicious of the Government's intentions, concealed all incriminating evidence. They were also able to instigate an anti-Government demonstration among the slum dwellers which the Government quelled by welfare payments.

At this point, the Government was divided by a civil police rebellion. The Government leader was jailed but not before he had passed his money and force chips to Hodder, the loyal police chief. The Government

leader then bargained with the police rebels, promising to acquiesce in their takeover if they would join him in rooting out the insurgency. This tactic succeeded.

Soon after, the deposed Government leader, with the backing of his faction (Hodder, police chief and Glazier, secret police), had a military engagement with a major insurgent force which the insurgents won. Here, there was confusion on the part of Control over scoring population and force chips which was later clarified by rule changes.

The size of the Insurgent force was now known - it was larger than the Government's total because of the confusion in rules. The Government leader, having pacified the police rebels by turning over the treasury to them, then set out to engage each insurgent band individually. This tactic was successful. It soon resulted in all-but-total annihilation of the insurgents.

URBCOIN I  
CRITIQUE

The January 13, 1966 game was the first play under a then-rough and highly tentative set of rules. Problems were encountered regarding population versus force chips, sabotage methods and search and arrest procedures. These problems have been dealt with since by changes in rules and procedure.

Because of the unrefined nature of this first play, conclusions derived from the action would appear to have little or no validity.

## SUMMARY OF URBCOIN II

URBCOIN II was played at Abt Associates Inc. on the afternoon of Thursday, January 20, 1966. It resulted in a victory for the Government and an all-but-total destruction of the insurgency.

The game began with a Government initiative--a reformist program under which progressive taxation was initiated and the funds collected used to subsidize the lower class welfare. Naturally, this action tended to turn the upper class against the Government and to strengthen the Government's hand among the lower class population.

Meanwhile, Insurgent activity began with coordinated attacks on the factories in the industrial section and the treasury in the commercial section. The attack on the factories, however, was not successful although the Insurgents did manage to rob the treasury.

In response, the Government placed a strong guard on the bank in anticipation of the Insurgent assault which took place shortly after. The small Insurgent force was totally annihilated and Louis Cutrona, an Insurgent, was arrested. The Insurgents suffered a further setback at this point when Janet Moore, an Insurgent agitator, was unable to rouse the population to anything but a pro-government demonstration. Mrs. Moore was reduced to demonstrating in the company of Louis Cutrona, another Insurgent, but with no popular support.

Further reverses for the Insurgents took place shortly after as Ray Glazier, an Insurgent, was caught by the Government and the small force with him was destroyed. Glazier was arrested and a bomb attempt on the power station failed.

Meanwhile, Professor Barnes, an upper class citizen, became concerned about protecting his fortune from a confiscating Government on the one hand and from dangerous Insurgents on the other. He began to use his money to purchase "vigilantes" from various population groups. He also hired lawyer Steve Bornstein, secretly the Insurgent leader, to sue the Government.



Bornstein's secret status was terminated shortly afterwards as he resisted a Government attempt to arrest him. He brought thirty force units to bear against sixteen police, resulting in a loss of nine for the Government, five for the Insurgents and five population members killed in the crossfire.

The upper class--Barnes and Leavitt--continued to build their private army in order to resist taxation and the Insurgents continued attempts at sabotage. Janet Moore attempted to bomb the police station, for example, but was arrested before she could do so.

The major Insurgent force--Bornstein, Glazier and Cutrona--were forced to flee after their successful engagement with the police because a superior government force arrived. They took refuge in the Insurgent sanctuary which the Government proceeded to surround. When the Insurgents came out of their sanctuary, a large Government force engaged them and inflicted heavy casualties, thus finishing the Insurgents as a serious military threat. From this point on, the Insurgents were able to engage only in sporadic attempts at sabotage. Glazier, for example, tried to bomb the whole commercial section but was apprehended and his meager remaining force was destroyed by the police.

A final threat to the Government came from the upper class and their vigilantes. These, however, were destroyed when Professor Barnes chose to resist arrest. Mike Leavitt, the other upper class citizen and the one who had been most heavily taxed, went over to the Insurgents on the last move--too late to make any difference.

The game ended with the totally defeated Insurgents immolating themselves in the main city square as a final gesture of defiance.

LOYALTIES: URBCOIN II

<u>Government</u>	2:10	2:20	2:30	2:40	3:00	3:10	3:30	3:50
Rosen	G	G	G	G	G	G	G	G
McDonald	G	G	G	G	G	G	G	G
Shelley	G	G	G	G	G	G	G	G
Nolan	G	G	G	G	G	G	G	G
Merr'll	G	G	G	G	G	G	G	G
Hodder	G	G	G	G	G	G	G	G
<u>Insurgents</u>								
Bornstein	I	I	I	I	I	I	I	I
Cutrona	I	I	I	I	I	I	I	I
Glazier	I	I	I	I	I	I	I	I
Moore	I	I	I	I	I	I	I	I
<u>Population</u>								
<u>Upper Class</u>								
Leavitt	N	N	N	N	N	N	N	I
Barnes	N	N	N	N	N	N	N	N
<u>Middle Class</u>								
Scott	G	G	G	G	G	G	G	G
Weir	G							N
<u>Lower Class</u>								
Gillis	G	G	G	G	G	G	G	G
Hoffman	N	N	N	N	N	G	G	G
M. Rosen	G	G	G	G	N	N	N	G
Aylmer	N	N	N	N	N	N	N	N
Kavet	G	G	G	G	G	G	G	G

Government success in this exercise was fundamentally a product of the Government's having pre-empted possible sources of insurgent strength among the lower classes. This was done by levying confiscatory taxation on the upper class and using part of the proceeds for public works projects to abolish unemployment and the rest to raise living standards in general. As long as the Insurgents retained a left-wing ideology, they were unable to cut into Government popular support and were thus reduced to sporadic and ineffective terrorism. By the end of the game, the Government had won the allegiance of all the lower class players with the exception of one neutral.

Meanwhile, the insurgents were slow to realize that their only source of support lay with the wealthy upper class, whose interests had been seriously damaged by the Government's reformist programs. It is interesting to note that one of the two upper class players indicated Insurgent loyalty at the end of the game, and that the other appeared to have been moving in the same direction.

Another interesting development was the use of financial resources to recruit "vigilantes" by the upper class. This tactic, designed to protect person and property in a time of upheaval, was repeated by upper class players in the course of a later simulation.

Difficulties with the insurgent sanctuary played an important part in the decisiveness of the Government's military victory, but it was quite obvious that the Government had won the political struggle.

## URB-COIN - AIR FORCE ACADEMY

Two demonstrations of URBCOIN were held at the United States Air Force Academy in Colorado Springs, Colorado on January 27, 1966. Participants in the morning game were military officers - instructors at the Academy - most of whom served as advisors to cadet players in the afternoon demonstration.

### SUMMARY OF GAME III (MORNING)

The morning game ended in a victory for the insurgents, who managed to more than double their supply of arms, and to reduce government forces to a total smaller than their own. They also gained the loyalty of both the wealthy upper class and of a large part of the lower class population. Indiscriminate brutality on the part of the government was in large measure responsible for the insurgent success.

The game began with agitation by the industrial workers for increased wages. The workers threatened to strike, but were persuaded to wait until upper class representatives conferred with the government on planned taxation.

Meanwhile, the government began to take security measures against the insurgents. Guards were assigned to various installations and citizens were searched by the police. These precautions soon bore fruit when a small insurgent force attempting to destroy the power station was annihilated.

Because of upper class stalling, the workers went on strike the next day, demanding a \$3 lump sum payment and a \$1 per day raise. Police guards were assigned to the picket line, averting possible violence for the rest of the day.

That night, however, violence broke out in various parts of the city. A bomb destroyed the water works early in the evening and soon after, a small police patrol in the industrial sector encountered a large though ill-armed band of insurgents. The police were wiped out and their weapons captured. Also, a police unit sent to investigate the water works bombing was attacked and destroyed by insurgents, losing weapons and a radio.

The next morning, a group of unemployed slum dwellers, instigated by a secret police agent, tried to rob the insurgent leader in the main city plaza. A large insurgent force appeared and a major battle ensued in which the secret police lost heavily in weapons and their slum-dweller supporters took substantial casualties. Meanwhile, the upper class, frightened by the widespread

began to recruit vigilantes to protect their homes and property.

The government then lashed out indiscriminately. A police unit went into the slums in order to execute the denizens of the red-light district for collaboration with the insurgents. The ladies resisted, but took very severe casualties. For the rest of the game, the red-light area was an insurgent stronghold.

Meanwhile, the insurgents received delivery on arms they had purchased. A rash of bomb scares followed, which included one at the factories and an attack on the railway station in which two policemen were killed. By this time, government casualties were sufficient to force the police to try to recruit replacements.

The workers returned to their jobs the next day, but disruption continued. Unemployed workers who had managed to procure arms robbed the middle class shopkeepers while an eight-man police patrol stepped into an ambush as they tried to arrest a suspicious individual. Six police were lost with their weapons. The insurgents, however, were slow to escape and were caught in a battle by police reinforcements. The insurgents escaped, but lost nine men and their weapons to the police. Police casualties amounted to eight killed.

The insurgents struck back quickly. The water works was demolished again by an insurgent bomb and the insurgents, with aid from the red-light district, attacked government headquarters. Seven police were killed and the insurgents escaped with a large store of weapons.

Police reaction was again confused. A detail rushed to the factories to search for bombs reported there, causing the workers to go off the job. Another police unit went to the slums to punish the red-light district for having aided in the attack on government headquarters. This latter expedition ran into severe resistance because the doxies had armed themselves from the government arsenal. The police were driven off with heavy casualties.

By this time the upper class had paid a substantial economic penalty because of the frequent strikes and shut-downs in the factories. Since the government appeared unable to maintain order and to guarantee the security needed to conduct orderly business, the owners shifted their loyalty to the insurgents. Thus, the game ended with the government quite obviously on the run.

URBCOIN RESULTS: MORNING GAME

	Money		Population		Weapons		Final Loyalty
	Start	Finish	Start	Finish	Start	Finish	
Government	1120	926	70	26	100	83	G
Insurgents **	240	168	58	40	30	70+1 radio	I
Upper Class	500	471	10	10	1	1	I
Middle Class *	100	113	10	10	1	1	N
Lower Class 1	20	20	20	19	1	1	G
Lower Class 2	20	21	20	18	0	0	G
Lower Class 3	20	60	20	4	0	9	I
Lower Class 4	20	105	20	15	0	0	N
Lower Class 5	20	136	20	4	0	3	N
Lower Class 6	20	86	20	18	0	0	I

Employed workers

\*\* = Winning Team

\* = Winning Player

## SUMMARY OF GAME IV (AFTERNOON)

The afternoon demonstration was rather more chaotic than the morning version in that a number of participants had to leave for classes before the game was completed. Also, a sum of money belonging to the Control team apparently found its way into the hands of players, thereby upsetting economic relationships.

In any case, the afternoon game resulted in a standoff between the opposing forces with the insurgents, whose tactics were very cautious in the beginning, in a seemingly favorable position to make future progress.

The government began the action by placing guards on such installations as the bank and the stores in the downtown area. They also set up a very effective communications system and exercised control on population movements. This included the summary execution of nine members of the upper class suspected of insurgent sympathies. Meanwhile, another member of the upper class was robbed of \$250 by an insurgent.

The government now began to build up what was to become an extremely large guard on the bank. Initially, the guard was increased to ten, later to sixteen because of rumored insurgent designs, and ultimately, to thirty-one, this including armed citizens from the upper class.

Labor troubles began at this point with a strike by the waiters at the restaurants in the commercial section, and ferment among the unemployed in the slums. Eventually, the government was able to buy off the slum dwellers with welfare payments, but not until some rioting had occurred. The government also pressured management and the union leaders to come to mutually acceptable terms on wages and working conditions; but at the same time, failed to assign guards to the treasury building, which was robbed by a gang from the slums. Part of this money was later recovered in a police search which made the culprit angry enough to turn the rest over to the insurgents.

The waiters continued to strike to the consternation of the upper class restaurant owners. The government, however, made considerable progress, having inaugurated a public works project for the unemployed and having caught and executed a terrorist bound for the commercial section carrying bombs. The government also made a false announcement to the effect that three major insurgent leaders had been arrested in hopes of undermining insurgent popular support.

The insurgents, however, soon demonstrated that they were very much alive. Four police were killed by a bomb planted in their headquarters and soon after, a police unit in the commercial section was decimated by an insurgent force which managed to capture all the police weapons. The same police unit rearmed but weakened, was totally annihilated soon after by insurgents who also blew up the radio station.

The police took further casualties that night as an insurgent suicide squad attacked a large group of police in the main plaza with bombs. The police lost fifteen men to four for the insurgents and the police weapons were blown up as well.

The government now took the offensive, repairing the radio station, police station and treasury building all of which had been damaged. They also inaugurated a curfew, which served to impede the movement of insurgent bomb squads. At this point, the game ended. The government remained in control but insurgent tactics had been very effective. The ultimate outcome was not predictable.



URBCON RESULTS: AFTERNOON GAME

	Money		Population		Weapons	
	Start	Finish	Start	Finish	Start	Finish
Government	1000	2386	110	73	100	86
Insurgents	260	693	50	31	30	25
Upper Class 1.	500	640	10	7	1	8
Upper Class 2.	500	421	10	10	1	9
Middle Class			10	10	1	1
	20	96	10	11	0	0
	20	32	10	10	0	0
Lower Class	20	70	10	10	0	0

## SYNOPSIS OF PLAYER POLICIES - GAME IV (AFTERNOON)

### The Government

The major concerns of the Government were tight population control, effective communications and effective security guards on such important installations as the bank. The Government team also attempted to gain popular support by raising wages and by hiring the unemployed on public works projects.

Thorough population controls, especially the imposition of a curfew toward the end of the game, seem to have been the Government's most effective move. It forced the Insurgents to move around in small numbers and to place more reliance on bombings than on military actions for most of the game.

In the post-game critique, the players were asked to select their most effective moves. Government players listed their best moves as follows:

1. Welfare and employment programs for the lower classes. (Government Head)
2. Imposition of curfew and general search procedures in order to impede Insurgent terrorism. (Police Chief and Civil Police)
3. Pretending to sell out to the Insurgents in order to penetrate their movement. (Secret Police)

The Government players thought their worst mistakes were:

1. Having a reactive rather than anticipatory police. (Government Head)
2. Getting caught with a large group of police by an insurgent suicide bomb squad in the city plaza. (Police Chief and Civil Police)
3. Inability to penetrate Insurgent organization. (Secret Police Agent)
4. Dealing with the Government too openly. (Secret Police Agent)

The Government leader thought his best strategy might have been to seek more support from labor, while the Police Chief would have intensified search and surveillance.

## Insurgents

The Insurgents began the game rather cautiously because their movements were impeded by police surveillance. Their objective was initially to force the Government to spread its forces as thinly as possible through sporadic terrorism and then to overwhelm weak units in order to acquire arms and to create uncertainty among the population. They also hoped to recruit various members of the population to their cause by offering large bribes to anyone who would join them.

According to the Insurgent team, their best moves were as follows:

1. Capturing the radio station and offering bribes to citizens who would join them. (Insurgent leader)
2. Bombing a police concentration in the main plaza with a suicide squad. (Insurgent)
3. Bombing a secret agent's house. (Insurgent)

They felt that their best strategies might have been:

1. To attempt to incite a mass popular uprising. (Insurgent leader)
2. To play both ends against the middle for personal gain. (Insurgent)

## Population Groups

### 1. The Upper Class

Upper class strategy was to remain neutral at first in order to assess the way in which the struggle was going, and then to support the side which would guarantee their prerogatives - in this case, the Government. They agreed that their best move was to place their money in the bank and to secure the facility by obtaining weapons from the Government to arm guards drawn from their own population group as a supplement to those normally assigned to the bank by the Police. In this way, they protected their money and lightened the Government's defense load.

### 2. The Middle Class

The middle class, from whose ranks most of the Insurgents were drawn, was mainly concerned with bettering its own economic position. A

middle class engineer, for example, bombed a Government patrol and escaped with a large sum of money while a shopkeeper dealt in the black market for weapons, selling to both sides and to population players. Their tactics were successful. They finished the game with a substantial profit and with minimal population losses.

### 3. The Lower Class

The employed lower class players were concerned with bettering their wages and insuring economic stability. The unemployed, by contrast, sought to play both ends against the middle and were willing to resort to crime and to collaboration with either or both belligerents to further their ends. Lower class players generally felt that failure to make contact early enough with both sides was an error, while they all agreed that manipulating both sides for personal gain was their best approach.

## SUMMARY OF CRITIQUES - GAMES III AND IV

U. S. AIR FORCE ACADEMY, January 27, 1966

Numbers on the left refer to question numbers on critique form. Numbers in brackets indicate number of responses of that type. There were a total of 15 respondents (2 officers and 13 cadets)

### 2. Most Realistic Aspects

Unemployment and labor troubles	(4)
Changing loyalties for self-interest	(3)
Population mobility	(1)
Conflicting pressures on population	(1)
Communication and information problems	(1)
Difficulties of getting public support	(1)
Bartering for capital	(1)
Invulnerable insurgent sanctuary	(1)
No opinion expressed	(2)

### 3. Most Unrealistic Aspect

Lack of secrecy	(3)
Unknown size of police units	(2)
Ability of police to make indiscriminate arrests	(2)
Bombing rules	(2)
Robbery rules	(1)
Time allotted	(1)
Players out of circulation during work time	(1)
Insufficient time for planning	(1)
Inability to obtain arms	(1)
Poor communications	(1)
Government knowledge that insurgency existed before game started	(1)
No opinion expressed	(1)

### 7. Involvement

High	(7)
Moderate	(4)
Low	(4)

### 8. Length of Game

Too short	(3)
About right	(8)
Too long	(4)

9.	<u>Complexity</u>	
	Too complex	(3)
	About right	(12)
	Too simple	(0)
10.	<u>Team Size</u>	
	Too few	(9)
	About right	(6)
	Too many	(0)
11.	<u>Times to be Played</u>	
	Once	(2)
	Three times	(4)
	Ten times	(7)
	Thirty times	(1)
	No response	(1)
12.	<u>Most Confusing Aspect</u>	
	Rules	(5)
	Bombs and Weapons	(2)
	No circulation control	(2)
	Determining loyalties	(1)
	No way to distinguish players	(1)
	Insufficient preparation time	(1)
	Rapid reaction time	(1)
	Nothing	(1)
	No answer	(1)
13.	<u>Those who Would Learn most from Game</u>	
	Mature military officers or government officials	(4)
	Counterinsurgency specialists	(2)
	A novice in the field	(2)
	Those who play Government or Insurgents	(2)
	Those who play neutral citizens	(1)
	All players learn the same	(1)
	People who are interested and apply themselves	(1)
	No answer	(2)
14.	<u>Lessons to be Learned from the Game</u>	
	Alternative tactical and strategic approaches	(7)
	Population behavior patterns	(5)
	Extent of motivation for personal gain	(1)
	Very little to be learned	(1)
	Don't know	(1)

15. Comparison with other Training Techniques

Better	(9)
Same	(1)
Worse	(0)
Don't know	(4)
No answer	(1)

16. Comparison with other Research Techniques

Better	(2)
Good, but better for training	(2)
Same	(0)
Worse	(0)
Don't know	(9)
No answer	(2)

Security Classification

DOCUMENT CONTROL DATA - R&D

(Security classification of title, body of abstract and indexing annotation must be entered when the overall report is classified)

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13. ABSTRACT  This report presents the results of a six month effort by Abt Associates, Inc., to develop a game to simulate some of the major aspects of the terror phase of internal revolutionary conflict in an urban environment and to explore the feasibility of developing a computer model of urban insurgency based on game findings. Research on twenty selected cases of urban insurgency preceded development of the game, known as the ARPA URB-COIN GAME, which has been played eight times to date; five times in developmental test versions, and three times in its current operational form.  Game rules and procedures have been refined toward increasing realism and playability after the successive manual simulations. At present, the rules approximate their final form, although modifications will doubtless be made after future demonstrations. This report deals with the URB-COIN game design, development and testing, and include the data from plays which have been held.  The URB-COIN game has not as yet been played a sufficient number of times to provide a data base for quantitative research findings.			



14. KEY WORDS  <b>Counterinsurgency Games Computer Simulation</b>	LINK A		LINK B		LINK C	
	ROLE	WT	ROLE	WT	ROLE	WT

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